

EFFECT OF POSITION PROMOTION AND EMPLOYEE COMPETENCY ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION

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ABSTRACT

Human resources (HR) is one of the main driving forces that are important for organizations/agencies because human resources are the implementers of every activity. For this reason, a "fit" Human Resource Management (HRM) is needed in order to achieve high performance. With a business strategy and appropriate HR practices (fit/match) it will result in organizational performance that can achieve program realization targets. The purpose of this study was to determine the direct or indirect effect of promotion and employee competence on employee performance through work motivation as an intervening variable on the employees of the Bondowoso Regency Government. The total population of this study was 601 with a sample of 120 respondents. The sampling technique used was purposive sampling. The analytical technique used is path analysis using SPSS 22.0. The results of data analysis show that the variable of job promotion has a significant effect on work motivation, employee competence has a significant effect on work motivation, job promotion has a significant effect on employee performance, employee competence has a significant effect on employee performance, work motivation has a significant effect on employee performance. Indirectly, promotion and employee competence have a significant effect on employee performance through employee performance with the value of the indirect effect being greater than the direct effect. The results of this study can be used as an evaluation of the Regional Government of Bondowoso Regency in terms of providing promotions to employees by considering their competence and performance.

Keywords: Promotion, Employee Competence, Work Motivation And Employee Performance.

INTRODUCTION

Position Promotion is a form of award or "reward" given to employees as a form of trust and recognition of the abilities and skills of employees to occupy a higher position. According to Hasibuan (2013:108) "position promotion means a transfer that enlarges authority and responsibility to a higher level within an organization which is followed by greater obligations, rights, status, and income". Meanwhile, Manullang (2010: 153) states "promotion of office means an increase in position, namely accepting greater power and responsibility than previous powers and responsibilities". Bambang Wahyudi (2010:173) states: "Position promotion is a change in position or job title from a lower level to a higher level.

The definition of competence by Spencer cited by Moeheriono (2014: 5) is as a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference.

Motivation is a process that begins with a need in humans that creates a void in a person (Chukwuma and Obiefuna, 2014). Motivation is a process where needs encourage a person to carry out a series of activities that lead to the achievement of certain goals. Goals that if successfully achieved will satisfy or fulfill these needs (Munandar, 2001). Motivation is the key to a successful organization to maintain the continuity of work in the organization with a strong way and help to survive (Pamela, 2015).

Organizations need high-performing employees to achieve the goals that have been set, but at the same time employees need feedback on their performance as a guide for employee actions in the future. Fahmi (2010: 20) states: "Performance is the result obtained by an organization, whether the organization is profit-oriented and non-profit-oriented, which is produced over a period of time. Indra Bastian stated that performance is a description of the level of achievement of the implementation of an activity/program or implementation in realizing the goals, objectives, mission and vision of the organization contained in the formulation of an organization's strategic scheme (strategic planning). Supriyono (2010: 281) states:

Hidayat's research (2017) concludes that training and competence have a positive and significant effect on employee performance. The research of Rahim, et al (2017) states the same thing in their research, namely competence has an influence on performance both directly and indirectly. From the three studies that have been discussed, there are two different conclusions using the same variable, namely the influence of competence on performance. The differences / gaps in the results of these studies are interesting to be investigated further. Researchers make these differences to be used as a basis for research. As a form of research replication using the same 2 variables, the researchers added a motivation variable as an intervening.

Researchers conducted tests on Bondowoso Regency Government employees whose address is at Jln. Lt. Amir Kusman No. 2 Bondowoso. Government duties carried out in the context of implementing general government functions which include the utilization of institutions, staffing, and management. The Bondowoso Regency Government as a technical institution in the region, namely the Regional Personnel Agency which has the task of managing ASN employees in the regions is responsible for realizing professional ASN employees, free from political intervention, free from corrupt practices, collusion, and nepotism, able to provide public services for the community and able to carry out its role as the glue of national unity and

integrity. This can be realized if the HR management of the apparatus is managed professionally and effectively so that the organization (bureaucracy) can realize better performance and provide the best public services.

ASN employees in carrying out public service duties, government duties, and certain development tasks, must have a profession and ASN Management based on the Merit System or a comparison between the qualifications, competencies, and performance required by the position with the qualifications, competencies, and performance possessed by candidates in recruitment, appointment, placement, and promotion to positions that are carried out openly and competitively, in line with good governance

Law No. 32 of 2004 concerning regional government which is an amendment to Law no. 22 of 1999, some personnel affairs were decentralized to the regions. In line with the decentralization of the civil service sector in autonomous regions, local governments are tasked with carrying out personnel management in their respective regions.

Decentralization is carried out as a staffing affair to local governments, there are several phenomena that occur in the implementation of employee career development and coaching. The Regional Head as a regional staffing officer in the implementation of career management, namely in carrying out promotions and transfers, seems to be carried out without professional considerations, there is even a tendency to do so through irrational considerations. As a result, the comments regarding the mutation are related to the political interests of regional heads in the process of winning the regional head elections. Interestingly, the reason for the mutation is usually colored by normative explanations such as mutations are routine and usually done in an organization, mutations are carried out according to needs and have absolutely no political elements, mutations are carried out for the needs of the organization and based on considerations of the right man on the right place". but for the officials affected by the mutation, there are those who feel aggrieved, unfair, feel belittled and even painful.

This phenomenon is a problem, because the mutation activity is considered normal and is considered a routine. The belief in mutation as the prerogative of regional heads, it is not surprising that some regional heads show courage in exercising their power. The civil servant career development system is essentially a systematic and planned effort, which includes structures and processes that result in alignment of employee competencies with organizational needs. Mutations carried out professionally should be able to guarantee the creation of objective conditions that can encourage employee performance improvement. Employee performance in question is a performance appraisal instrument that has been determined by the Government. Unprofessional transfer of officials

The success of achieving organizational goals, career management in the organization is one that must be sought to improve organizational performance. Career management is one of the tasks of human resource management as in general that the goals of every organization, both public and private organizations, will be achieved properly if employee performance is getting better so that it has a good impact on organizational performance. Career management that has been prepared can be used to promote itself in career development, which is expected to get the effectiveness of employee performance.

The phenomenon that employees who have developed a career pattern and career planning may not necessarily have the achievement to be promoted to a higher position. For example, for appointments that are still based on a belief system, placement of employees who are not in accordance with the education or formation that has been determined, and ranks/classes that have met the requirements, are not necessarily able to occupy a position. Based on the description

above and supported by data from the Bondowoso Regency Government regarding employee career development which is still not organized according to the provisions lowest and highest rank to occupy the echelon, then the phenomenon in this study is "the lack of effectiveness of the performance of officials in giving positions to employees". Based on the phenomena that have been found, this study tries to analyze by building several variables that are assumed to be important in improving employee performance including, job promotion variables, competence variables, work motivation variables and employee performance variables.

RESEARCH METHODS

This research will be conducted at the Bondowoso Regency Government, for 1 month from March 1 to April 1, 2021. The population is a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2008). The population in this study is Bondowoso Regency Government Employees who have occupied echelon positions as many as 601 employees. The sample is the part that can represent the population that has the same characteristics and is considered to be able to represent the population (Sugiyono, 2002). Roscoe (1975) cited by Uma Sekaran (2006) provides a general reference for determining sample size. A sample size of more than 30 and less than 500 is appropriate for most studies. Sampling for research according to Suharsimi Arikunto (2010: 112), if the subject is less than 100 people, all of them should be taken, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. So the researchers used 20% multiplied by the number of population, namely 601 and got a sample of 120.3

Referring to the opinion above, the number of samples used in this study was 120 respondents. In this study the sampling technique used is non-probability sampling with purposive sampling technique. Purposive sampling is a sampling technique with certain considerations (Sugiyono, 2016:85). The reason for using the purposive sampling technique is because not all samples have criteria that match the phenomenon under study. Therefore, the authors chose the Purposive Sampling technique which stipulates certain considerations or criteria that must be met by the samples used in this study. The considerations used are as follows:

- a) Employees who occupy structural positions within the Bondowoso Regency Government.
- b) Employees who have a tenure of more than 5 years.
- c) Employees who have a rank/class of more than or equal to IIIc.

RESULT ANALYSIS

Direct Effect Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of promotion (X1) and employee competence (X2) on work motivation (Z) and employee performance (Y) of the Bondowoso Regency Government. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient values can be seen in the following table:

Table 1 Value of Direct Effect Path Coefficient

No.	Variable Free	Variable Bound	Beta (β)	t-count	-value	Information
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No.	Variable Free	Variable Bound	Beta (β)	t-count	-value	Information
1.	Promotion	Motivation	0.271	3,640	0.000	Significant
2.	Competence	Motivation	0.541	7,274	0.000	Significant
3.	Promotion	Performance	0.164	2,844	0.005	Significant
4.	Competence	Performance	0.360	5,478	0.000	Significant
5.	Motivation	Performance	0.466	6,872	0.000	Significant

- a) The results of testing the job promotion variable (X1) on work motivation obtained a beta value (β) of 0.271 with an -value of 0.000. Because the -value is smaller than ($0.000 < 0.05$) then there is a significant effect of job promotion (X1) on work motivation (Z).
- b) The results of testing the employee competence variable (X2) on work motivation (Z) obtained a beta value (β) of 0.541 with an -value of 0.000. Because the -value is smaller than ($0.000 < 0.05$) then H_0 is rejected, thus there is a significant effect of employee competence (X2) on work motivation (Z).
- c) The results of testing the promotion variable (X1) on employee performance (Y) obtained a beta value (β) of 0.164 with an -value of 0.005. Because the value of -value is smaller than ($0.005 < 0.05$), then H_0 is rejected, thus there is a significant effect of promotion (X1) on employee performance (Y).
- d) The results of testing the employee competency variable (X2) on employee performance (Y) obtained a beta value (β) of 0.360 with an -value of 0.000. Because the value of -value is smaller than ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant effect of employee competence (X2) on employee performance (Y).
- e) The results of testing the work motivation variable (Z) on employee performance (Y) obtained a beta value (β) of 0.466 with an -value of 0.000. Because the -value is smaller than ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant effect of work motivation (Z) on employee performance (Y).

Indirect Effect Path Coefficient Calculation

Indirect effect testing is done by looking at the results of the path tested, if all the paths traversed are significant then the indirect effect is also significant, and if there is a non-significant path then the indirect effect is said to be non-significant. The indirect effect path coefficient is presented in table 2

Table 2 Coefficient Value of Indirect Influence Path

No.	Variable Free	Variable Bound	Direct (β_2)	Indirect	Total	Information
1.	Promotion	Motivation	0.074	-	-	Significant
2.	Competence	Motivation	0.292	-	-	Significant
3.	Promotion	Performance	0.027	0.126	0.153	Significant
4.	Competence	Performance	0.129	0.252	0.381	Significant
5.	Motivation	Performance	0.217	-	-	Significant

Based on the results of the path coefficient calculation, it appears that the total effect of the promotion variable (X1) on employee performance (Y) is 0.153 with details of the direct effect of 0.027 and the indirect effect of 0.126. The total influence of the employee competence

variable (X2) on employee performance (Y) is 0.381 with details of the direct effect of 0.129 and the indirect effect of 0.252.

Indirect effect of promotion (X1) on the employee performance variable (Y) through the work motivation intervening variable (Z) of 0.126, which is greater than the direct effect of the promotion variable (X1) on the employee performance variable (Y) which is 0.027. Besides that, the indirect effect of the employee competence variable (X2) on employee performance (Y) through the work motivation intervening variable (Z) is 0.252 which is greater than the direct influence of the employee competence variable (X2) on the employee performance variable (Y), namely of 0.129. Thus it can be stated that promotion (X1) and employee competence (X2) affect employee performance (Y) through work motivation (Z) with a value greater than the direct effect.

From the above calculation, the independent variable that has the strongest influence on the work motivation variable (Z) is the employee competence variable (X2), which is 0.292. While the independent variable that has the strongest influence on the employee performance variable (Y) is work motivation (Z) which is 0.217. And the independent variable that has an influence on the employee performance variable (Y) through the intervening variable work motivation (Z) is the employee competence variable (X2), which is 0.252.

Coefficient of Determination

The calculation results *path analysis* it can be seen that the coefficient of determination R² total obtained a value of 0.868. This means that 86.8% of the variation in employee performance variables can be explained by the variables of promotion, employee competence and work motivation, while the remaining 13.2% is explained by other variables and errors that are not explained in this study.

INTERPRETATION

The Effect of Job Promotion on Work Motivation

Based on the first hypothesis, promotion has an effect on work motivation. After testing and analyzing the data, the results obtained which stated that the promotion had a significant effect on the work motivation of the Bondowoso Regency Government employees. accepted. This could be due to aspects related to job promotions that have an impact on work motivation. Aspects of promotions include: work performance, discipline, education, experience, initiative and creativity.

This is supported by the results of descriptive analysis which states that in general the respondents agree or give a positive response to the indicators of promotion for the Regional Government of Bondowoso Regency. Based on the assessment category, it can be stated that the promotion variable (X1) is in the range 15-19 or categorized as good. So that it can be interpreted that the promotion of the Bondowoso Regency Government employee position is good. The indicators that are perceived as the best by the respondents is Employees must have formal knowledge and education in accordance with the specifications of their position (X1.4), so that employees will be motivated to work optimally, because they have an educational basis that is in accordance with the field of work that is their responsibility. This shows that the suitability of competence with employee positions is directly related to employee motivation at work.

The results of this study are in accordance with the opinion of Hasibuan (2012) which says that if the opportunity to be promoted is relatively small or almost non-existent, the work passion, morale, discipline, and employee performance will decrease. Kesarinaldi (2010)

suggests that promotion is very influential on employee motivation and job satisfaction which has a direct impact on employee performance.

As for this study, there are significant similarities in results with previous research conducted by Basori, Prahiawan and Daenulhay (2017); Rahim, Syech, and Zahari, MS (2017); Amrullah and Hermani DS (2018) which states that promotion has a significant effect on work motivation.

The Influence of Employee Competence on Work Motivation

Based on the second hypothesis, employee competence has an effect on work motivation. After testing and analyzing the data, the results showed that employee competence had a significant effect on the work motivation of Bondowoso Regency Government employees, it was proven true or H2 was accepted. This is due to aspects related to employee competence which have had a positive impact on the work motivation of the Bondowoso Regency Government employees. These aspects of employee competence include: knowledge, understanding, values, abilities and attitudes.

This is supported by the results of the descriptive analysis which states that in general the respondents agree or give a positive response to the competency indicators of the Bondowoso Regency Government employees. Based on the assessment category, it can be stated that with the variable employee competence are in the range 15-19 or categorized as good. So it can be interpreted that the competencies of the Bondowoso Regency Government employees are good. The indicator that is perceived as the best by respondents is cognitive, and affective depth possessed by the individual (X2.2), Employees who have a superior level of competence in terms of cognitive and affective abilities tend to be able to position themselves to focus and motivate themselves at work.

The results of this study are in accordance with the opinion of Sutrisno (2012) who said that: "competency refers to an individual's knowledge, skills, ability or personality characteristics that directly influence job performance". That is, competence contains aspects of knowledge, skills (skills) and abilities or personality characteristics that affect performance. From this opinion, competence is the driving aspect of an employee to be motivated at work.

As for this study, there are significant similarities with previous research conducted by Citra Ayu Ningsi, Taher Alhabsji, Hamidah Nayati Utami (2015); Bastian Prabowo (2016) and Nurasnita, and Lokot Muda Harahap (2018) which states that employee competence has a significant effect on work motivation.

The Effect of Position Promotion on Employee Performance

Based on the third hypothesis, promotion has an effect on employee performance. After testing and analyzing the data, the results showed that the promotion had a significant effect on the performance of the Bondowoso Regency Government employees, it was proven true or H3 was accepted. This could be due to aspects related to promotions that have been able to create employee performance. Aspects of promotions include: work performance, discipline, education, experience, initiative and creativity.

The results of this study are in accordance with Siagian's opinion (2015; 169) that promotion is the transfer of an employee or employee, from one position or place to a higher position or place and is followed by duties, responsibilities, and authorities that are higher than the position previously occupied. Rewards for performance results are usually expressed in the form of promotions.

Meanwhile, in this study, there are significant similarities with previous research conducted by Murgianto, Siti Sulasmi, Suhermin (2016); Agi Syarif Hidayat (2017); Sujati (2017); Abdul Rahim, Saiyid Syech, and Muhammad Zahari, MS (2017) which states that there is a positive and significant direct influence product quality on employee performance.

The Influence of Employee Competence on Employee Performance

Based on the fourth hypothesis, employee competence has an effect on employee performance. After testing and analyzing the data, the results showed that employee competence had a significant effect on the performance of the Bondowoso Regency Government employees, it was proven true or H4 was accepted. This could be due to aspects related to employee competence that have been able to create the performance of the Bondowoso Regency Government employees.

The results of this study are in accordance with Sutrisno's opinion (2011: 203) can be explained as a person's characteristics related to the effectiveness of individual performance in his work. According to Gordon in Sudarmanto (2009:203) that competence is an aspect contained in competence, namely knowledge, understanding, skills, values, attitudes and interests or interests. So it can be concluded that competence is the ability needed by human resources to do work based on knowledge, skills and work attitudes, so that a predetermined goal can be achieved.

As for this study, there are significant similarities with previous research conducted by Citra Ayu Ningsi, Taher Alhabsji, Hamidah Nayati Utami (2015); Bastian Prabowo (2016) and Nurasnita, and Lokot Muda Harahap (2018) which states that there is a positive and significant direct influence employee competence on employee performance.

The Effect of Work Motivation on Employee Performance

Based on the fifth hypothesis, work motivation has an effect on employee performance. After testing and analyzing the data, the results showed that work motivation had a significant effect on the performance of the Bondowoso Regency Government employees, it was proven true or H5 was accepted.

This could be due to the existence of aspects of work motivation related to the performance of the local government employees of Bondowoso Regency. Aspects of work motivation are physiological needs. Security needs. Social needs. Self-esteem needs. Self-actualization needs. based on the assessment category, it can be stated that the motivation variable is in the range 15-19 or is categorized as good. So it can be interpreted that Employee work motivation (Z) Bondowoso Regency Government good. The indicators that are perceived as the best by respondents are The need for protection from hazards and the work environment (Z1.2) with an average score of 3.90, while the indicators that are perceived as unfavorable by the respondents are The need to be respected and appreciated by others (Z1.4) with an average score of 3.75.

The results of this study are in accordance with the opinion of Hasibuan (2009), which is "Giving a driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all efforts to achieve fulfillment of needs." Siagian in Sanjaya (2015) also agrees that motivation is the driving force that causes an organization member to be willing and willing to take the time to carry out various activities as their responsibility and fulfill their obligations in order to achieve predetermined organizational goals and objectives.

Meanwhile, in this study, there are significant similarities with previous research conducted by Murgianto, Siti Sulasmi, Suhermin (2016); Sujati (2017); Miftahul Ainun Naím

Basori, Wawan Prahiawan, Daenulhay (2017); Abdul Rahim, Saiyid Syech, and Muhammad Zahari, MS (2017) and Nurasnita, and Lokot Muda Harahap (2018) which states that work motivation has a positive effect on employee performance.

The Effect of Job Promotion on Employee Performance through Work Motivation

Based on the sixth hypothesis, promotion has an effect on employee performance through work motivation. After testing and analyzing the data obtained results which state that the indirect effect of promotion (X1) on the employee performance variable (Y) through the work motivation intervening variable (Z) of 0.126, which is greater than the direct effect of the promotion variable (X1) on the employee performance variable (Y) which is 0.027. The total effect of the promotion variable (X1) on employee performance (Y) is 0.153 with details of the direct effect of 0.027 and the indirect effect of 0.126.

It can be concluded that promotion (X1) and employee competence (X2) affect employee performance (Y) through work motivation (Z) with a value greater than the direct effect. This shows that the role of work motivation has a greater influence value. Bondowoso Regency Government employees who have been promoted still need to be given additional motivation to improve their performance.

As for this study, there are significant similarities between the results with previous research conducted by Miftahul Ainun Na'im Basori, Wawan Prahiawan, Daenulhay (2017); Abdul Rahim, Saiyid Syech, and Muhammad Zahari, MS (2017); Ni Kadek Ayu Dwiyantri, Komang Krisna Heryanda, Gede Putu Agus Jana Susila (2019) which states that promotion positive effect on performance through work motivation.

The Influence of Employee Competence on Employee Performance through Work Motivation

Based on the seventh hypothesis, employee competence has an effect on employee performance through work motivation. After testing and analyzing the data, the results show that the indirect effect of the employee competence variable (X2) on employee performance (Y) through the intervening variable work motivation (Z) is 0.252, which is greater than the direct influence of the employee competence variable (X2) to the employee performance variable (Y) that is equal to 0.129. The total influence of the employee competence variable (X2) on employee performance (Y) is 0.381 with details of the direct effect of 0.129 and the indirect effect of 0.252.

It can be concluded that promotion (X1) and employee competence (X2) affect employee performance (Y) through work motivation (Z) with a value greater than the direct effect. This shows that Bondowoso Regency Government employees who have competence need more encouragement or work motivation to significantly improve their performance.

As for this study, there are significant similarities with previous research conducted by Citra Ayu Ningsi, Taher Alhabsji, Hamidah Nayati Utami (2015); Bastian Prabowo (2016) and Nurasnita, and Lokot Muda Harahap (2018) which states that the competence of employees positive effect on performance through work motivation.

CONCLUSION

This research is motivated by the problem of career development of Bondowoso Regency Government employees which are still not organized according to the provisions lowest and highest rank to occupy echelon positions. The results of data analysis show that the variable of job promotion has a significant effect on work motivation, employee competence has a

significant effect on work motivation, job promotion has a significant effect on employee performance, employee competence has a significant effect on employee performance, work motivation has a significant effect on employee performance. Indirectly, promotion and employee competence have a significant effect on employee performance through employee performance with the value of the indirect effect being greater than the direct effect. The results of this study can be used as an evaluation of the Regional Government of Bondowoso Regency in terms of providing promotions to employees by considering their competence and performance.

IMPLICATION

Based on the conclusions described above, some of the practical implications proposed are the results of this study provide information that employees who are motivated to work will have higher extra-role behavior. Employees will be willing to do tasks that are not part of their duties voluntarily. Based on this, it is important for the Bondowoso Regency Government, in this case the Regional Personnel Agency, to pay attention to the level of employee motivation. Some ways that can be done to increase employee work motivation include: providing promotions to every employee who has high work performance and the basic motivation of employees at work is to get a salary that is in accordance with the duties and responsibilities, position, and ability to fulfill proper or decent living needs in accordance with applicable laws.

Efforts to improve employee performance through work motivation can be done through increasing employee competence and providing job promotions. The Bondowoso Regency Government should carry out adequate supervision, especially those related to the duties and work of employees that must be completed. The supervision carried out must pay attention to the duties, responsibilities and authorities of the employees with the aim that the supervision carried out does not interfere with the authority (such as decision making) that can be taken by the employee. This is done with the aim that employees have the freedom to carry out their duties and obligations better. Efforts that can be made by the leadership of the Bondowoso Regency Government is to empower employees who basically form competent employees. Employee empowerment comes from the desire to explore all the potential contained in all employees to be directed in advancing the organization. To make employees who have adequate competence is largely determined by the quality of the conducive work environment built within the organization. A conducive work environment, namely: there is mutual trust between leaders and employees, there is employee commitment to the organization's vision, mission, leadership willingness to give authority to subordinates to make decisions on work that is the responsibility of subordinates, fair treatment, good relations with colleagues, and create interesting and challenging jobs for employees. To make employees who have adequate competence is largely determined by the quality of the conducive work environment built within the organization. A conducive work environment, namely: there is mutual trust between leaders and employees, there is employee commitment to the organization's vision, mission, leadership willingness to give authority to subordinates to make decisions on work that is the responsibility of subordinates, fair treatment, good relations with colleagues, and create interesting and challenging jobs for employees. To make employees who have adequate competence is largely determined by the quality of the conducive work environment built within the organization. A conducive work environment, namely: there is mutual trust between leaders and employees, there is employee commitment to the organization's vision, mission, leadership willingness to give authority to subordinates to make decisions on work that is the responsibility of

subordinates, fair treatment, good relations with colleagues, and create interesting and challenging jobs for employees.

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