

ANALYZE THE FACTORS THAT INFLUENCE JOB PROMOTION AT DINAS PEMUDA DAN OLAHRAGA (DISPORA) PROVINSI SULAWESI UTARA**ANALISA FAKTOR-FAKTOR YANG MEMPENGARUHI PROMOSI JABATAN DI DINAS PEMUDA DAN OLAHRAGA (DISPORA) PROVINSI SULAWESI UTARA**

by:

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Abstract: Human resources are an important factor in every company's activity, because no matter how sophisticated the technology used, without human resources to support its operational personnel, it is impossible to produce output that is in accordance with the expected level of efficiency. This study is aim to know the factors that influence job promotion. This research is quantitative type of research which uses primary data obtained through questionnaire and uses Confirmatory Factor Analysis (CFA) as the analytical tool. The population of this research is the employee at Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara, where the sample size is taken from 74 workers. In this research, there are 20 variables that defined as factors that influence job promotion at DISPORA. There are 20 variables that included in the analysis, and the result show that there are 3 variables is not qualified, and the most dominant factors based on communality test are Merit (0.762), followed by Experience (0.749), Work Achievement (0.747), Attitude (0.737), and Work Attendance (0.731). The researcher recommends for the employee in DISPORA to improve their job especially the five factors that dominant and for the company to improve their Human resources management.

Keywords: Job Promotion

Abstrak: Sumber daya manusia merupakan faktor penting dalam setiap aktivitas perusahaan, karena secanggih apa pun teknologi yang digunakan, tanpa adanya sumber daya manusia yang mendukung tenaga operasionalnya, tidak mungkin dapat menghasilkan keluaran yang sesuai dengan tingkat efisiensi yang diharapkan. Penelitian ini bertujuan untuk mengetahui faktor-faktor yang mempengaruhi promosi jabatan. Penelitian ini merupakan jenis penelitian kuantitatif yang menggunakan data primer yang diperoleh melalui kuesioner dan menggunakan alat analisis Confirmatory Factor Analysis (CFA). Populasi dalam penelitian ini adalah pegawai Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara, dimana sampel diambil sebanyak 74 orang. Dalam penelitian ini terdapat 20 variabel yang didefinisikan sebagai faktor-faktor yang mempengaruhi promosi jabatan di DISPORA. Ada 20 variabel yang termasuk dalam analisis, dan hasilnya menunjukkan ada 3 variabel tidak memenuhi syarat, dan faktor yang paling dominan berdasarkan uji komunalitas adalah Merit (0,762), disusul Pengalaman (0,749), Prestasi Kerja (0,747). Sikap (0,737), dan Kehadiran Kerja (0,731). Peneliti merekomendasikan kepada karyawan DISPORA untuk meningkatkan pekerjaannya terutama kelima faktor yang dominan dan agar perusahaan meningkatkan manajemen sumber daya manusianya.

Kata Kunci: Job Promotion

INTRODUCTION

Research Background

In facing the era of globalization, human resources play a very dominant role in company activities or tasks. The success or failure of a company in achieving the stated goals is very much dependent on the ability of its human resources to carry out the given responsibilities. Therefore, every organization needs to consider the right way to develop its human resources, in order to encourage the progress of the company. In Indonesia, the economic and political crises that often occur are proof that there are still many things that need to be addressed in the life of the nation and state. One of them is improving the quality of human resources. Improvement is increasingly necessary when the people and our government tend not to have the quality of human resources capable of facing various crises that befall Indonesia.

The bureaucratic system where the Civil Servants (PNS) work is an organization that demands the need to implement a good managerial system. The potential of human resources in an organization / institution holds the key to organizational access. In addition to being the main key to an organization, human resources are also a factor that greatly influences the success of an effort to achieve the work objectives of an organization. The quality of good human resources will be a tremendous asset for the organization, and vice versa if the human resources contained in a bad organization will bring destruction or calamity, all of which affect the existence of the organization.

Human resources are an important factor in every company's activity, because no matter how sophisticated the technology used, without human resources to support its operational personnel, it is impossible to produce output that is in accordance with the expected level of efficiency. The existence of a good human resource management process will certainly further improve the quality of the workers in the future. In maintaining and increasing the productivity of a company, the role of human resource management is very important in terms of making the workforce willing and able to provide the best possible performance. In this case, an organization / institution is obliged to pay attention to the needs of its employees, both material and non-material. One form of attention, effort and encouragement that can be done by an organization / government institution to its employees is by carrying out a promotion.

Promotion takes an important role in an organization, where by giving awards such as promotion to employees will make employees feel happy and motivated to do their job better so that they can improve the quality of their work which will also benefit the company or department where they work. On the other hand, if employees are not paid attention, they will quickly get bored with their work where there is nothing that they are pursuing to achieve other than just getting a wage / salary. An employee who stays in only one position for a long time at work will certainly feel bored, and boredom will make employees work less optimally and the quality of their work will not develop.

So giving promotion is very important for an organization, besides that promotion must not only be considered by the organization but also employees must also take part in getting a promotion. promotions provided by companies or departments are not only provided or given away, of course there are factors that will determine which employees get a promotion. One of the factors commonly used or often used is work performance. A work performance is a staffing system where the appointment of someone to occupy a position is based on the skills and achievements achieved by the employee concerned.

Therefore it is very important for employees to know what factors influence to get a promotion in the company or department they occupy. It often becomes a problem when the company is ready to provide promotions for employees, but some employees cannot fulfill the requirements to be promoted to a higher position, which in turn results in the employee having to stay in the position he has occupied for a long time. This often occurs in several government agencies in North Sulawesi, In North Sulawesi, civil servants are an option for a job that ensures a relatively prosperous life. The welfare value of Civil Servants in North Sulawesi can be said to be above average where the provincial minimum wage (UMP) in North Sulawesi province is in the top 3 in Indonesia with the amount of Rp. 3.051.076.

One of the government agencies in North Sulawesi is Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara, Based on the existing reality, at DISPORA there are still some employees who have not been promoted for a long period of time working, this is also related to the quality of human resources in DISPORA, where DISPORA have a quality of human resources that is quite unique from other government agencies in North Sulawesi where 47% of the total 74 employees at Dinas Pemuda dan Olahraga (DISPORA) have a background as athletes who are recruited to become Civil Servants through government programs as government appreciation for athletes who excel at the national level. as well as internationally, and the remaining 53% entered through a

selection held by the government in general as stipulated in other government agencies as a condition / requirement to become civil servants so that they can get qualified and competent employees at work. In these conditions, of course Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara must pay more attention to its employees, and of course it is important for employees to know what factors influence promotion at DISPORA. Because if this is allowed to continue, of course it will be detrimental to DISPORA itself where the productivity of these employees will decrease and make DISPORA difficult to develop in the future.

Research Objective

The purpose of this research is to know the factors that influence job promotion at Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara.

THEORITICAL REVIEW

Human Resource Management

Human Resource Management (HRM) has an important aspect in an organization. As development in an organization increase, controlling and motivating employees needed to be well considered. The organization should understand and know how to manage and improve their human resources in order to achieve their goals. According to Snell and Bohlander (2010), human resource management is the process of managing human talent to achieve an organization objective.

Promotion

Robbins P.R, and Coulter M (2005) state that “an employee promotion provides an important role for every employee, even a dream that always look forward”. The promotion means that there is trust and recognition of employees’ abilities and skills relevant to occupy a higher office. Thus, the promotion will give social status, authority, responsibility, and greater income. Position in promoting the need for appropriate work planning that manpower planning is the process of forecasting, developing, implementing, and controls that ensures the company has headcount suitability, proper staffing, time the right, which is very beneficial economically. With the implementation of employment promotion and planning that are appropriate in the firms it is expected that employee motivation will increase.

This means promotion to the displacement from one position to another position which has the status and responsibility of the higher, usually shift to a higher office accompanied by an increase in salary or other wages, although not always the case.

Factors of Job promotion

There are 20 factors which is to analyze what the dominant factor that influence Job Promotion at Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara. Which are Work Achievement, Trust, Honesty, Exposure, Work Attendance, Loyalty, Merit, Dicipline, Education and Training, Seniority, Cooperative, Leadership, Nepotism, Experience, Communicative, Creativity, Spoil System, Responsibility, Attitude, Like and Dislike.

Previous Research

Research by Mahyudi (2019), the purpose of this study is to analyze factors that directly affecting civil servants promotion in North Buton District Government, as well as analyze the dominant factors that influence. The data in this study was obtained by distributing questionnaires to 87 civil servants through with slovin a proportional stratified random sampling technique. Data analysis includes Confirmatory Factor Analysis (CFA) and analysis of Structural Equation Modeling (SEM) approach WarpPLS. Latent variables in this study are seniority factor, job performance factor, educational and training factor, nepotism factor, loyalty factor and the promotion of civil servants. The results showed that seniority factor, nepotism factor and loyalty factor directly affect the promotion of civil servants.

Research by Parvin (2011), The Pharmaceutical sector plays a vital role in underpinning the economic development of a country. This study attempts to evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impacts of pharmaceutical type, work experience, age, and sex differences on the attitudes toward job Satisfaction. The result shows that salary, efficiency in work,

fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level.

Research by Baugher (2015), The focus of the current research was twofold: a quantitative study of the perceptions of performance-based versus content-based evaluations for promotion, and a qualitative examination of the relationship of perceptions of a promotion system to the longevity of its use. The research first hypothesized that constituents within a state agency charged with financial management and budgetary decisions would perceive a promotion system based on the assessment of prior experience and current performance more positively than content-based oral exams for the same positions.

Conceptual Framework

In this section, there are 20 factors that used in the form of conceptual framework of this research.



Figure 1. Conceptual Framework

Source: Data Anlysis Method (2020)

RESEARCH METHOD

Research Approach

This research is a quantitative type of research. Quantitative research based on (Sugiyono, 2002) defined as research method based on positivism paradigm that used to investigate specific population or samples.

Population, Sample, and Sampling Technique

The population is a composite of all elements, which have a set of similar characteristics, covering the universe for the sake of marketing research problems (Malholtra, 2006, p.86). "Population is a generalization region consisting of: object / subject that have certain qualities and characteristics set by the researcher to be learned and then pulled the conclusion".

Data Collection Method

Data of this study gets from the results of questionnaire, The questionnaires are distributed to respondents so they can respond directly on the questionnaires.

Operation Definition and Measurement of Research Variable

There are 20 factors which is to analyze what the dominant factor that influence Job Promotion at Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara. Which are Work Achievement, Trust, Honesty, Exposure, Work Attendance, Loyalty, Merit, Dicipline, Education and Training, Seniority, Cooperative, Leadership, Nepotism, Experience, Communicative, Creativity, Spoil System, Responsibility, Attitude, Like and Dislike.

Data Analysis Method

This given section explains about the overall analysis methods that are used in this current research.

Validity and Reliability Test

The validity test is conducted by comparing correlation index in Pearson product moment with significance level of 5% it can be seen valid or not a researcher instrument. If probability of correlation is less than 0.05 (5%) then the research instrument is stated as valid.

The Reliability test in this research uses Alpha Cronbach. If the alpha is less than 0.6 then it is unreliable. The interpretation of Alpha Cronbach (Sekaran, 2000;311) is:

- <0.6 indicates unsatisfactory internal consistency or consider that the data is unreliable.
- 0.7 indicates that the data acceptable

0.8 indicates good internal consistency or consider that the data resulted is reliable.

Confirmatory Factor Analysis

Confirmatory Analysis is a special form of factor analysis, most commonly used in social research. Confirmatory Factors Analysis (CFA) test whether a specified set of construct influencing responses in a predicated way. This type of factors analysis is based on the common Factor Model. Confirmatory Factors Analysis (CFA) test whether a specified set of construct influencing responses in a predicated way.

RESULT AND DISCUSSION

Validity Test

Table 1. Validity Test

Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Work Achievement	(X1)	.438	.000	74	Valid
Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Trust	(X2)	.553	.000	74	Valid
Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Honesty	(X3)	.525	.000	74	Valid
Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Exposure	(X4)	.558	.000	74	Valid
Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Cooperative	(X5)	.505	.000	74	Valid
Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Loyalty	(X6)	.553	.000	74	Valid
Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Merit	(X7)	.469	.000	74	Valid
Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Spoil System	(X8)	.211	.070	74	Not Valid

Variables	Statement	Pearson Correlation	Sig. (2-tailed)	N	Status
Education and Training	(X9)	.548	.000	74	Valid
Seniority	(X10)	.334	.004	74	Valid
Work Attendance	(X11)	.323	.005	74	Valid
Leadership	(X12)	.462	.000	74	Valid
Communicative	(X13)	.387	.001	74	Valid
Experience	(X14)	.328	.004	74	Valid
Nepotism	(X15)	.193	.099	74	Not Valid
Creativity	(X16)	.416	.000	74	Valid
Discipline	(X17)	.303	.009	74	Valid
Responsibility	(X18)	.452	.000	74	Valid
Attitude	(X19)	.307	.008	74	Valid
Like and Dislike	(X20)	.267	.022	74	Not Valid

Source: SPSS Output (2020)

There are 3 indicators was eliminated because the data is not valid. The eliminated indicators are Spoil System X8, Nepotism X15 and Like and Dislike X20.

Reliability Test

In this factor analysis model there are 20 independent variables, where every variable has 1 indicator. After validity test, 3 indicators was eliminated because the data is not valid. Therefore, the total indicators used in this reliability test are 17 items. Reliability test is used to check the consistency of the measurement instrument. To see wether the data is reliable or not. Alpha Cronbach test is utilized as reliability test in this research.

Table 2. Reliability Statistic

Cronbach's Alpha	N of Items
.733	17

Source: SPSS Output (2020)

Result of Factor Analysis**Table 3. Communalities Result**

	Initial	Extraction
Work Achievement	1.000	.747
Trust	1.000	.523
Honesty	1.000	.671
Exposure	1.000	.628
Cooperative	1.000	.639
Loyalty	1.000	.600
Merit	1.000	.762
Education and Training	1.000	.447
Seniority	1.000	.639
Work Attendance`	1.000	.731
Leadership	1.000	.457
Communicative	1.000	.459
Experience	1.000	.749
Creativity	1.000	.650
Discipline	1.000	.525
Responsibility	1.000	.624
Attitude	1.000	.737

Extraction Method: Principal Component Analysis.

Source: SPSS Output (2020)

Table 3 shows that those 17 variables has been tested to meet the requirements of communality that is greater than 0.5 (communality >0.5). if there is a variable with values in the table Extraction Communalities <0.5 then the variable Is not eligible communality. Over 17 factors there are five highest values, which are Merit (0.762), Experience (0.749) Work Achievement (0.747) Attitude (0.737) Work Attendance (0.731).

Discussion

Promotion takes an important role in an organization, where by giving awards such as promotion to employees will make employees feel happy and motivated to do their job better so that they can improve the quality of their work which will also benefit the company or department where they work. On the other hand, if employees are not paid attention, they will quickly get bored with their work where there is nothing that they are pursuing to achieve other than just getting a wage / salary. An employee who stays in only one position for a long time at work will certainly feel bored, and boredom will make employees work less optimally and the quality of their work will not develop.

For this reason, the major contribution of this study is to know what factors that influence job Promotion at DISPORA. In this research the data was collected from 74 respondents which are the workers at Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara. The respondents are categorized by ages, gender, and also their position class. The result shows that 38 respondents are female and 36 respondents are male. Most of the respondents are above 40 years old. This research was analyzed using Confirmatory Factor Analysis (CFA). CFA aims to confirm and test models, namely measurement models whose formulation comes from theory. Thus, CFA can be said to have two focus studies, namely (1) whether the indicators are conceptualized unidimensional, precise, and consistent. (2) what indicators are dominant to form the construct under study.

The result of this research finds that there are five factors that influence Job Promotion at Dinas Pemuda dan Olahraga (DISPORA) Provinsi Sulawesi Utara, which are Merit, Experience, Work Achievement, Attitude, and Work Attendance. The highest value of extraction is Merit with (0.762), followed by Experience with (0.749), Work Achievement (0.747), Attitude (0.737), and Work Attendance (0.731). In this result also found that there are three factors that invalid in data processing so that they are considered not included in the factors that influence Job Promotion at Dinas Pemuda dan Olahraga (DISPORA).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of research that has been carried out on civil servants at DINAS PEMUDA DAN OLAHRAGA (DISPORA) PROVINSI SULAWESI UTARA. To find out the factors that influence job promotion. Then the following conclusions can be drawn:

Based on the results of research and processed data, it can be concluded that there are five dominant 'Highest' factors out of twenty factors at DINAS PEMUDA DAN OLAHRAGA PEMUDA (DISPORA) PROVINSI SULAWESI UTARA, which are Merit, Experience, Work Achievement, Attitude, and Work Attendance. Merit is the most influential factor in a promotion at DISPORA with the highest result. Merit is a key determining factor for a person to produce excellent performance and produce effective management behavior. Followed by Experience, Work Achievement, Attitude, and Work Attendance which are also factors that greatly influence the promotion of positions in DINAS PEMUDA DAN OLAHRAGA (DISPORA) PROVINSI SULAWESI UTARA.

There are three 'low' factors that were found to be invalid in data processing so that they are considered not included in the factors that influence promotion at DINAS PEMUDA DAN OLAHRAGA (DISPORA) PROVINSI SULAWESI UTARA, which are Spoil System, Nepotism, and Like and Dislike.

Recommendation

1. Merit is the highest factor affecting a promotion at DISPORA. And therefore DISPORA should improve the work competence of employees by providing additional training which is useful to improve the work ability of employees in doing job desks that are set by DISPORA.
2. Experience is also the second highest factor affecting a promotion at DISPORA. And it is advisable for employees at DISPORA to improve their work experience by following the training and seminars provided so that they can improve the quality of their work to become more competent, especially increasing the chance to get a promotion at DISPORA.
3. Work Achievement is one of the highest factors. It is recommended that DISPORA make improvements to employee work performance by paying more attention to employee comfort and satisfaction while working, such as implementing a Reward and Punishment system so that employees are motivated to work better. Rewards are not only in the form of material (money) but in the form of awards for the work achievements that have been achieved by these employees, as well as providing adequate facilities, as well as a system of working hours that are well managed so as to improve the work performance of each employee at DISPORA.
4. DISPORA should increase employee Attitude and company morale such as knowing employee insights through surveys, making joint celebrations at work, making outside activities, building relationships between departments, and giving employees rewards and recognition.
5. To increase employee work attendance at DISPORA, it is advisable to carry out an electronic attendance system (thumbprint) to reduce cheating during absences, a salary deduction system according to the length of time the employee is late, and the management imposes an attendance system at 6.30 even though the company calculates working hours at 7.00 to minimize delay of all employees.
6. The lowest factor on all valid factors is the cooperation factor. Therefore cooperation for any small thing must be considered. To overcome this, DISPORA should have various ways so that employee motivation continues to increase. If there is good motivation from employees, the resulting work will be good too. It is recommended that DISPORA hold periodic briefings / organize gathering events regularly every year to increase cooperation between employees at DISPORA.
7. DISPORA should pay more attention to the others factors in determining job promotion. The three factors that were found to be invalid in data processing which are nepotism, spoil System, and like and dislike are an example that there is a few factors that didn't include in the process of managing the job promotion at DISPORA.
8. In this study only examined the factors that influence promotion in DISPORA. Theoretically, there are many other factors that can affect employee performance, so it is necessary to conduct further research on other factors that influence promotion that the authors have not examined.

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