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Forewords

Praise and gratitude to Allah SWT, because of Allah's love for us so that we are still given a long life and can carry out our various daily activities. May all our activities become our acts of worship, Aamiinnn

in accordance with the commitment of the Jurnal Serambi Ilmu Journal to continue to improve the quality of its manuscripts since the volume 22 number 1 has been published full in English.

We are also be proud that the number of submitted manuscripts is quite large, but only a few are acceptable and worthy of publication. This means that Jurnal Serambi Ilmu has become one of the scientific publications that are considered by experts and education enthusiasts.

For this reason, Jurnal Serambi Ilmu is committed to continuing to maintain the quality, service and discipline that applies in scientific publications.

September 30, 2021

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GARUDA
GARBA RUJUKAN DIGITAL



**Pattern Of Increasing Organizational Performance With Position Of Promotion Policy
And Work Productivity Approach An Empirical Study On Public
Organizations Sector Jabodetabek**

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Abatract

The main purpose of this study is to find out the extent of the influence of job promotion policies and work productivity on improving organizational performance in Ministries and Government Agencies. The object of this research is the State Civil Apparatus who work in Ministries and Government Institutions of the Republic of Indonesia in the city of Jakarta and its surroundings. The research method used is descriptive, which only aims to describe and explain the characteristics of a situation at a certain time in order to provide an overview of the relationship between job promotion and work productivity with organizational performance. The data collection technique used a questionnaire, which was distributed incidentally to the object of research in Jakarta and its surroundings. The results of this study found that there was a partial effect of job promotion policies on organizational performance, significant and there was a positive relationship. Meanwhile, work productivity has no partial effect on organizational performance and has a negative relationship. Simultaneously, it was found that there was an influence between the policy of promotion and work productivity on organizational performance, but it was not significant, it turned out that the policy of promotion was very decisive in improving the performance of public organizations.

Keywords: position promotion policy, work productivity, organizational performance

INTRODUCTION

Basically every activity carried out by every organization, both public organizations and business organizations, is to achieve the goal of getting high results with adequate profits. Efforts to achieve goals are carried out through the use and utilization of available resources. One of the most important resources in carrying out the organization's activities is human resources. Humans as employees, labor, or employees are one of the factors driving production activities, as well as a driving force in the implementation of the activity process, having an important role in organizational activities, in addition to other production factors such as capital, machines, methods, markets and materials. In an effort to utilize human resources optimally and efficiently, a good personnel administration (term public organization) is required, because humans as social beings have characteristics, behavior, needs and dignity that are very different from the factors of production.

In generally, every organization expects its employees to work well, have high work performance and productivity, to improve performance, in this case the Ministry and Government Institutions as public organizations make promotion policies as part of the motivation to increase work productivity which will be expected to affect performance. Employees, in this case the State Civil Apparatus, feel that high work performance and productivity will feel happy and appreciated when they get a promotion, their existence is expected so that it will create high loyalty. The scope of this research is to discuss the policy of promotion and work productivity associated with the performance of the State Civil Apparatus with structural levels ranging from groups II to IV in all sections of work that are considered to be related to the object of research.

Table 1
Structural Ranks and Positions in Indonesian Public Organizations

Type of Rank, Class/Space					
No	Eshelon	Lowest Rank	Class/Space	Highest Rank	Class/Space
1	Ia	Pembina Utama Madya	IV/d	Pembina Utama	IV/e
2	Ib	Pembina Utama Muda	IV/c	Pembina Utama	IV/e
3	Ila	Pembina Utama Muda	IV/c	Pembina Utama Madya	IV/d
4	Ilb	Pembina Tingkat I	IV/b	Pembina UtamaMuda	IV/c
5	IIla	Pembina	IV/a	Pembina Tingkat I	IV/b
6	IIlb	Penata Tingkat I	III/d	Pembina	IV/a
7	IVa	Penata	III/c	Penata Tingkat I	III/d
8	IVb	Penata Muda Tk I	III/b	Penata	II/c
9	Va	Penata Muda	III/a	Penata Muda Tingkat I	III/b

Source: Indonesian Government Regulation Number 13 of 2002

Every state civil apparatus desires a promotion, because it is seen as an award for someone's success in realizing high performance in carrying out their responsibilities.

One aspect of utilizing employees is the provision of impetus so that employees want to improve their performance. Efforts to do this are very necessary for reliable and good personnel management because humans, in this case are employees, are social beings who have different needs and dignity. There are many ways to make employees or employees of an organization in this case the Ministry and Government Institutions race to want to improve their performance. Among them are promotion policies given to employees and supported by high productivity in order to improve overall organizational performance.

Promotion Policy

The promotion policy is intended to advance employees in an organization, mainly because transfers are generally intended to realize the placement of employees in the right positions. All of these will have a positive impact on improving employee performance and increasing loyalty to the organization concerned, in this case the Ministry and Government Agencies. position (Blakemore, 1998).

The implementation of a good promotion policy, in addition to being useful for the employee himself, is also useful for the public organization where he works, for employees the need for career development and advancement will be fulfilled. As for the Ministries and Government Agencies, they will be able to guarantee organizational stability and employee morale. In relation to the promotion policy. Experts are of the opinion To provide a broad over view of the personnel function and staff training and development, it is managers who have little experience of human resource management and who are assuming aspects of the personnel function for the first time, or broadening their management role in this area“.. Furthermore, that: To promote cooperation between employer and employees in instigating, developing and carrying out measures to ensure the health and safety at work of employees. (Mary Chastelyn and Sylvia P. Webb 2001).

Malay. SP. Hasibuan (2002) argues that promotion is a transfer that increases the authority and responsibility of employees to higher positions within an organization so that their obligations, rights, status and income are greater. In line with Suharni Rahayu (2017), promotion can motivate employees to work in order to get a good appraisal, in the hope of getting a promotion.

Before making a promotion policy, it is necessary to pay attention to several things that become the basis for consideration of the implementation of the promotion, because this will reflect the accuracy and objectivity in assessing employees who are entitled to be promoted. Considerations in promotions include loyalty and integrity, creativity and initiative, having more value, being able to provide solutions, sharing knowledge, professionalism, and years of service.

From the above, it can be explained that promotions are given to employees with various considerations, among others, to increase employee morale and in turn are expected to achieve high organizational performance, to maintain organizational stability in this case, especially Ministries and Government Institutions as a

consequence of the career system in managing staffing issues, and also as material for objective consideration regarding employee career development, the proper use of the promotion system. For the State Civil Apparatus, yes, all objective requirements are met and in order to ensure that employee promotions have a positive impact on the organization and employee morale, the most appropriate approach is to combine performance and seniority (Suharni Rahayu 2017).

Work productivity

A commonly used productivity objective is the number of products produced or the number of services provided per unit of input. However, sometimes productivity is expressed in terms of expected cost reductions. Sedarmayanti, (2013) argues that: productivity is the desire (the will) and effort (effort) of humans to always improve the quality of life and livelihood in all fields. Work productivity is a measure of the work or performance of a person with the input process as input and output as an indicator of employee performance in determining how to achieve high productivity in the organization.

It can be said that productivity is the desire to improve the quality of life for the better. Then S.J. Prais (1999) argues that: Productivity calculations were based on actual (not merely theoretical or “standard”) out puts per unit of time, that is including down time for tool, setting and tool, changing, and for material loading, and so on. So productivity is assessing the results of the implementation of work that has been done by someone. The achievement of work productivity which at the same time requires the need for work standards, namely work procedures, work equipment, work environment, labor, material use, performance. While the main factors that affect work productivity are: work attitude, skill level, commitment, productivity management, labor efficiency, and entrepreneurship.

Public Organization Performance

Performance can be said as a result (output) of a certain process carried out by all components of the organization against certain sources used (input). Performance is also the result of a series of process activities carried out to achieve organizational goals Agus Dharma (2004), Malay SP Hasibuan (2002). In other words, organizational performance consists of the actual output or results of an organization that is measured against the desired output (or goals and objectives). Performance has a close relationship with productivity issues individually, because it is an indicator in determining how efforts to achieve a high level of productivity in public organizations.

Therefore, to see the performance of employees, it is necessary to have an assessment of the results of their work, as stated by that: Performance appraisal is the identification, measurement and management of human performance in the organization. Appraisal should be a future oriented activity that provides workers with useful feedback and coaches them to higher levels of performance. The expression states that performance limits need to be formulated to be used as benchmarks in making comparisons between what has been done and what is expected, in relation to the work or position that has been entrusted to someone. Performance limits can also be used as a

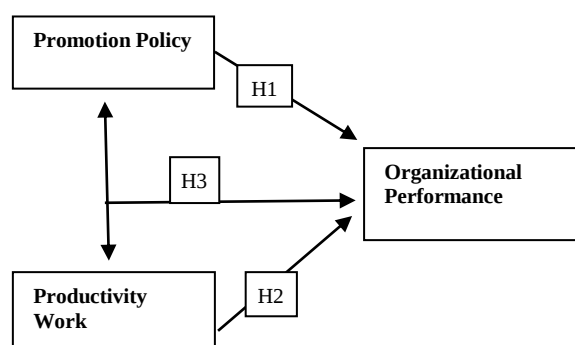
measure of holding accountability for what has been done. With performance appraisal means that employees get attention from their superiors so that they encourage them to be passionate about work, as long as the appraisal process is honest and objective and there is a follow-up (Mejia 2010:, LAN, 1992)

To obtain high performance for public organizations in order to achieve their goals, it can be measured through the work productivity of individuals who work in them, namely the State Civil Apparatus. In line with that, of course the State Civil Apparatus expects career advancement or personal potential development which will later be beneficial for both himself and the public organization where he works. If there are opportunities for achievement, it will cause a psychological boost to increase dedication. Individual performance is a final measure of the success of staffing departments that require feedback on their efforts. Increased individual performance will also increase the performance of the organization where the individual works, so that predetermined organizational goals can be achieved.

Thus it can be said that performance appraisal in addition to moving employees vertically – promotion or demotion – and horizontally, dismissal, and improving the quality of employees can also be aimed at improving employee psychological factors and trust. Summary of the State Civil Apparatus Yes, employee performance appraisal must provide benefits for employees and be useful for organizations in determining future employment program policies.

The existence of an organization is clear because there is a certain purpose, where the organization can be seen as a container, place, or structure that is static. Besides, the organization can also be seen from the process of cooperation between people to carry out certain activities that are dynamic. Judging from the function of human resource management in accordance with the object of this research is employee development which includes the policy of promotion to the extent of work productivity in order to improve organizational performance. In the opinion of researchers, promotion policies and work productivity have an influence on organizational performance, as described in the framework shown below:

Figure 1
Relationship between Research Variables



RESEARCH METHODS

This research is descriptive, aims to describe and explain the characteristics of a situation at a certain time. Descriptive research can provide an overview of the relationship that occurs between promotion policies and work productivity with organizational performance as the subject of research. Collecting data using a questionnaire with random sampling. The sample was taken based on the characteristics of the participants, namely civil servants, minimum 5 years of service, worked at a ministry or Indonesian government agency, class/rank at least III/a, had a functional auditor position, had a minimum education of S-1 and resided in Greater Jakarta.

In order to provide an overview of a situation that is descriptive in nature to determine the contribution of independent variables to the dependent variable as predictors, the facts and data collected are in accordance with the research objectives in quantitative form in order to develop and use mathematical models, theories and hypotheses that are linked. with empirical phenomena. The research method used is the investigative type with descriptive survey method and explanatory survey method which are correlational (r) and causality (R²). Judging from the reasons for the research, this research has practical reasons, where the reasons are based on the desire and willingness of researchers to know and test about promotion policies, work productivity and performance of public organizations.

RESEARCH RESULT

Validity and Reliability Test

As stated in the research method, the variables that become the focus of research consist of the independent variables in this study, namely the promotion policy and the productivity of the king, and the dependent variable, namely organizational performance. Therefore, all variables need to be tested for validity and reliability, test validity to get reliability and ensure the test construction is feasible to use. While the reliability test is used to measure consistency if repeated research is carried out. In connection with the results of the validity test of the three research variables, namely the policy of promotion, job productivity, and organizational performance, it will be shown that the results of the validity test of the promotion policy show that the data area is normally distributed with a score of 0.462–0.947. Work productivity shows that the data area is normally distributed with a score of 0.572–0.759. Meanwhile, the organizational performance shows that the data area is normally distributed, which is the score range of 0.438–0.783. Based on the results of the validity test above, the data obtained meet the requirements to have reliability to ensure that the test construction is feasible to use in research.

The results of reliability testing on job promotion policies, work productivity and organizational performance showed that job promotion policies obtained a Cronbach's Alpha score = 0.933, meaning it was very reliable and the data met the requirements to continue testing the hypothesis. work productivity obtained Cronbach's Alpha score = 0.925, which means it is very reliable and the data meets the

requirements to be continued in hypothesis testing. And organizational performance shows Cronbach's Alpha score = 0.833, meaning that it is reliable and the data meets the requirements to continue in proving the hypothesis. The results of data analysis of each variable to be tested can be seen in the following table:

Table 1
Work Productivity (Scale 1- 5)

No	Indikator	Values	Kontribusi (%)	Information
1	Work attitude	3,93	17,20	highest Indicator
2	Skill Level	4,18	18,29	
3	Commitment	4,28	18,73	
4	Resource Management and Work System	3,33	14,57	
5	Labor Efficiency	3,83	16,76	Lowest indicator
6	Entrepreneurship	3,30	14,45	

Source: Data processed based on research results, 2020

Table 2
Promotion Policy (Scala 1- 5)

No	Indikator	Values	Kontribusi (%)	Information
1	Work Attitude	4,26	17,15	Highest Indicator
2	Work Quantity	4,08	16,43	Lowest Indcator
3	Accuracy and accuracy	4,05	16,30	
4	Initiative at work	4,14	16,67	
5	Capabilities	4,17	16,78	
6	Communication	4,14	16,67	

Source: Data processed based on research results, 2020

Table 3
Organizational Performance
(scala 1- 5)

No	Indikator	Values	Kontribusi (%)	Information
1	Responsiveness	4,22	16,71	Hihgest Indicator
2	Responsibilitay	4,06	16,07	
3	Akuntability	4,65	18,41	
4	Efficiency	4,18	16,55	
5	Efektivty	4,12	16,31	Lowest Indicator
6	Justice	4,03	15,95	

Source: Data processed based on research results, 2020

Hypothesis Proving

The results of the analysis show that the coefficient (r) is 0.067, $p = 0.372$ where $p < 0.05$, meaning that the performance of public sector organizations can increase if the promotion policy can be realized and there is a positive relationship with a contribution of 6.7%, while 93.3 % is influenced by other variables outside of this study. The results of this study prove that there is a partial effect of promotion policies on the performance of public sector organizations in this case the Indonesian Government Ministries and Institutions.

The results of the analysis found that the coefficient (r) was $(-)0.036$, $p=0.627$, where $p < 0.05$, meaning that individual work productivity did not provide an adequate contribution to improve the performance of public sector organizations. Thus the results of this study cannot prove that individual work productivity can improve organizational performance because there is a negative contribution of $(-) 3.6\%$ on the performance of public sector organizations.

The results of the analysis found that the coefficient of determination (R^2) was 0.006 with a value of $F = 0.587$, where the value of F arithmetic $> F$ table (3.66), the results of this study can prove that there is a simultaneous influence between job promotion policies and work productivity on organizational performance with a contribution of only 6%, while the remaining 94% is influenced by other variables outside this study. So the simultaneous influence of job promotion policies and individual work productivity can only improve the performance of public sector organizations in this case the Ministries and Government Agencies by 6%, organizational performance is more influenced by other variables that have not been studied by 94%.

DISCUSSION

For interesting of work for the State Civil Apparatus, it is deemed necessary to carry out the appointment and transfer of duties in functional positions. In relation to the policy of promotion, based on the Decree of the Minister of State for Administrative Reform of the Republic of Indonesia No.PER/220/M.PAN/7/2008 concerning functional positions and credit scores. Functional position is a position that shows the duties, responsibilities, authorities and rights of a state civil servant in an organizational unit which in carrying out the duties of the State Civil Apparatus based on certain expertise/and or skills and is independent.

Functional positions are essentially technical positions that are not listed in the organizational structure, but are indispensable in the main tasks of public organizations and government institutions. Functional positions of the state civil apparatus consist of functional positions of expertise and functional positions of skills. The legal product that regulates appointments in Functional Positions is PP. 40 of 2010: Amendments to Government regulation No. 16 of 1994 concerning functional positions of civil servants, PP no. 16 of 1994 and Presidential Decree No. 87 of 1999. In connection with the appointment in question, one of the references that regarding the appointment and transfer of duties in functional positions concerns: education as a basis for consideration of promotion, loyalty, work discipline, creativity, honesty, and responsibility. Regulation of the Head of the State Civil Service Agency No. 35 of 2011 concerning Guidelines for the Preparation of the Kaier Pattern for Civil Servants.

Based on the results of the study, it was found that there was a positive relationship between job promotion policies and the performance of public sector organizations. The effect of promotion on the performance of public sector organizations with a coefficient (r) of 0.067, $p = 0.372$ where $p < 0.05$, meaning that the performance of public sector organizations can be explained by promotion policies and there is a positive relationship with a contribution of 6.7%.

Thus the performance of public sector organizations can increase if the promotion policy can be implemented in accordance with applicable regulations. The implementation of the policy on promotion of public organization positions carried out in public organizations in this case the ministries and government agencies is going well, according to applicable regulations so as to improve organizational performance based on consideration and attention to, among others, education, loyalty, work discipline, creativity, honesty and Responsibility.

Organizational management continuously strives to increase work productivity, so that the relationship between input-output in the activities of the organization's wheels has an impact on performance. Productivity in relation to research did not find a positive correlation, based on the analysis showed that the correlation between job promotion policies on organizational performance with a coefficient (r) of $(-)$ 0.036, $p = 0.627$ where $p < 0.05$, meaning that there is a negative relationship, so that performance organization cannot be explained by work productivity with a contribution of $(-)$ 3.6%, however much work productivity has not been able to affect organizational performance, especially State Civil Apparatuses with various fields of work in functional positions in public organizations, there is even a possibility that large work productivity will make the gap is widening between the two.

Organizational performance can be said to be a process or activity to measure and assess the level of success of the organization's achievements with the targets or standards set. The standard of results set for a job means that the measurement and assessment of organizational performance is an attempt to compare the results with the work targets that have been previously set. The task of organizational management is to evaluate the achievement of organizational performance. Evaluation is meant to be absolutely done because it is to find out the progress achieved. This evaluation is important for public organizations and is useful for establishing policies and subsequent actions. In relation to organizational performance analysis, the coefficient of determination (R^2) is 0.006 with a value of $F = 0.587$, where the value of F count $> F$ table (3.66), this means that there is a simultaneous influence between job promotion policies and work productivity on organizational performance. public sector. This study proves that the policy of promotion and work productivity can have an effect on organizational performance. Although its contribution is only 6%, it is enough to give meaning to the improvement of organizational performance so that it becomes more dynamic.

In order to improve the performance of public organizations, it is better if using work productivity must be accompanied by other factors such as salaries, allowances and other facilities in accordance with their job responsibilities. In other words, that productivity can be used to measure organizational performance, it must be accompanied by appropriate remuneration. Otherwise, productivity is very low, so that the organization's performance has not been able to achieve the specified target. Empirically, the reason for work productivity is very weak, one of the reasons is because of the seniority system, which is still maintained in public organizations. However, seniority is still needed to maintain the balance of the organization's wheels but is not rigid. Besides that, productivity has not been able to provide adequate contribution so that organizational performance can increase due to work attitudes, skill levels, commitment to task completion, work resources and systems, labor efficiency including professionalism, and an entrepreneurial mindset that is less supportive to improve organizational performance.

Work attitude is a predisposition that shows an effort to create some quality work, where the quality of work can be shown by the results of work that meet the specified standards or a job that meets the desired quality. An employee can be said to have a positive work attitude if the

performance of an employee in carrying out his duties can work above the specified average standard.

Usually the skill level affects the quantity which is always related to quality improvement, quantity is the amount of work that can be completed by comparison or taking into account the time used as a result of the level of skills possessed. Employees can be said to be successful in completing work if they have a level of skill that meets the standards so that they can increase the quantity or can complete the work in greater numbers, thus making the work results satisfactory and can be said to be productive employees.

Commitment is an agreement and positive action in order to achieve accuracy and accuracy in work. Work accuracy is a task carried out by employees in order to arrive at their goals or objectives, so that work is always directed in completing them and ultimately increasing efficiency. While the accuracy of work is a task carried out by employees full of interest, attention and prudence. So, with a positive commitment for employees in carrying out the duties of the State Civil Apparatus, it is expected to create accuracy and accuracy in work which is a desired ability for every employee.

Labor efficiency is the right action in saving the resources owned by the organization, especially the workforce in order to place personnel appropriately. Efficiency if executed properly will certainly provide capabilities that allow it to develop even better. Meanwhile, the capability in question is an ability that arises based on the nature of the employees. This capability can be in the form of activities to move, foster and work effectively with others, usually carried out by leaders who can lead subordinates in completing their work in a timely manner as determined. Besides that, capability is in the form of certain skills, skills or intelligence possessed by employees in carrying out and completing tasks. The ability to master all the intricacies of the field of State Civil Apparatus and other related tasks.

Entrepreneurship can be seen as an ability to make new breakthroughs in order to create organizational resources that allow more development. Entrepreneurship is an attempt to create patterns or ideas that can be profitable and improve in the context of carrying out work programs for public organizations in various fields. Entrepreneurship also means a business development process in its context in the form of ideas or information from one person to another. In addition, it is necessary to create conducive working conditions through a commitment to togetherness to create a solid team work, accuracy and precision so that it can show the performance of employees individually which has implications for the overall performance of the organization.

CONCLUSION

Promotions that have been carried out so far are the most important factor in influencing organizational performance in public organizations, so that promotions are continuously maintained, always strive for improvement. In the results of this research, it was found that there was a partial effect of job promotion policies on organizational performance significantly and had a positive relationship. It turns out that promotions determine the performance of public organizations with a contribution of 6.7% and the relationship is positive and significant. This means that the promotion policy approach can be used as a pattern to improve the performance of public organizations.

Productivity in relation to organizational performance turns out to be uncorrelated, because working conditions really require work quality, accuracy, initiative, capability and intense communication, and quantity of work. Therefore, work productivity does not dominantly affect organizational performance, it can be seen that its contribution is minus 3.6%.

This means that productivity has not been able to improve organizational performance because the work attitudes of employees, skill levels, commitment to task completion, work resources and systems, labor efficiency including professionalism, and entrepreneurial mindsets have not been properly conditioned. However, productivity must be maintained and must be increased and is still needed to maintain the balance of the organization's wheels. So promotions and productivity are still relevant as patterns to improve the overall performance of public organizations that apply in general.

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