

# The Influence of Position Promotion and Work Autonomy on Performance in the Bondowoso Regency Civil Service Police Unit

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## Abstract

Competition in the business world is increasing. Every organization is required to continue to improve employee performance, whether it is a government-owned or private organization. This research aims to analyze and determine the effect of promotion and work autonomy on the performance of the Bondowoso Regency Civil Service Police Unit. The population in this study were all employees in the Bondowoso Regency Civil Service Police Unit, totaling 145 employees. Meanwhile, the sample size was determined on the basis of purposive sampling based on employees who fall into the ASN (State Civil Servant) category, totaling 85 employees. Descriptive analysis was carried out to determine the respondents' descriptions and research variables. Validity tests and reliability tests were also carried out to test research measuring instruments. Hypothesis testing is carried out to test the influence of the independent variable on the dependent variable. The results of the research show that promotion and work autonomy have a positive and significant impact on employee performance in the Bondowoso Regency Civil Service Police Unit.

## Keywords

position promotion; work autonomy; employee performance; Satpol PP



## I. Introduction

An organization or agency must be able to optimize the capabilities of its human resources so that target achievement can be achieved, but this is not simple, it requires a good understanding of the organization, there needs to be a mature development strategy so that the human resources of an organization are used according to needs (Azhad, et al. 2015). The factor that is a criterion for achieving the smooth running of an organization's goals is identifying and measuring the performance of its employees. As time progresses. All organizations are required to be able to compete to provide the best service, including government organizations. Research was conducted on the Bondowoso Regency Civil Service Police Unit with the consideration that there was a finding of a decline in performance in one of the agencies in Bondowoso Regency, which agency was the Bondowoso Regency Civil Service Police Unit. For three consecutive years, the performance of Bondowoso Regency Pol PP employees experienced a significant decline. The findings indicated that the performance target of 100% was only achieved on average 67%. Therefore, it is important for this research to be carried out.

Employee performance is a measure of agency success. According to (Mangkunegara (2018)) employee performance is something that is produced to see individual abilities in certain work situations. When we talk about performance, what we have in mind is that performance is good or bad performance, so that if there is someone

who does not work well, then that person's performance is said to be bad, and vice versa, if there is someone who can complete their work well, then that person will be said to have good performance (Qomariah 2020). There are several factors that can increase performance, namely job promotion and work autonomy.

According to Hasibuan (2010) job promotions can influence employee performance. By giving a promotion to an employee, the employee who receives the promotion will have high performance. Even so, employees who do not get a promotion will also have more motivation to work better and get the same things as other employees who get a promotion stated that a promotion occurs when an employee is transferred from one job to another job that is higher in payment, responsibility and/or level. According to (Hasibuan 2010), promotion means a move that increases authority and responsibility to a higher position in an organization which is accompanied by greater obligations, rights, status and income.

According to (Siagian 2015) a 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 authority that are higher than the position previously held. Research conducted by (Rahayu 2017), (Basriani and Marthina 2017), (Adi, et al. 2019), (Ritonga and Lubis 2015), (Haryadi et al. 2022), (Rahayu 2017) stated that job promotions carried out by an organization can increase employee performance.

The next factor that can also improve performance is work autonomy. Work autonomy or job autonomy is defined as the extent to which a particular job can provide great freedom, independence and individual freedom in scheduling work and determining the procedures to be used in its implementation (Mathis, et al. 2015). According to (Hackman and Oldham 1976), work autonomy leads to a critical psychological state where there is a sense of responsibility in employees for the results of their work, based on experience, which ultimately leads to better work efficiency and a higher level of work motivation. According to (Baron 2023), workload that is seen as an obstacle and interferes with employee work can cause a decrease in work performance. Research (Shollih, et al. 2019) states that autonomous work motivation and internal locus of control have a positive effect on employee performance with employee engagement as a mediating variable. On the other hand, work autonomy influences the performance of Kudus Police personnel (Pratama 2017). Next, according to (Dewi and Kurniawan 2023) the findings show that neither work autonomy nor workload has a significant impact on employee performance.

Based on the phenomenon that occurred in the Bondowoso Regency Civil Service Police Unit which found a decline in performance and also results from previous research where there were still inconsistent results, this research aims to determine and analyze the effect of promotion and work autonomy on employee performance.

## **II. Literature Review**

### **2.1 Job Promotion**

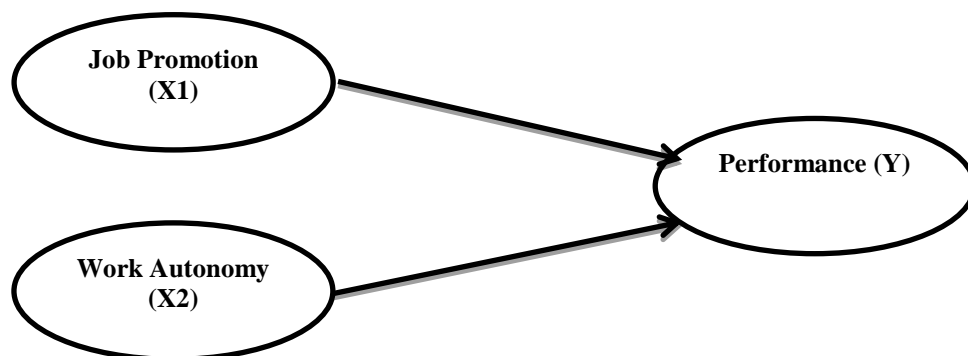
Job promotion is a form of trust and recognition by an agency or organization for an employee's abilities and skills. Job promotions can be carried out with the aim of strengthening cooperation between employees. According to Hasibuan (2010) job promotions can influence employee performance. By giving a promotion to an employee, the employee who receives the promotion will have high performance. Job promotion is a move that increases an employee's authority and responsibility to a higher position in an organization so that their obligations, rights, status and income increase.

## 2.2 Work Autonomy

According to (Hackman and Oldham 1976), work autonomy leads to a critical psychological state where there is a sense of responsibility in employees for the results of their work, based on experience, which ultimately leads to better work efficiency and a higher level of work motivation. According to (Baron 2023), workload that is seen as an obstacle and interferes with employee work can cause a decrease in work performance. Work autonomy allows employees to determine the sequence and speed of work as well as the procedures needed to complete their tasks.

## 2.3 Employee Performance

Performance comes from the definition of performance, there are also those who define performance as the result of work or work achievement (Wibowo 2012). According to (Wilson 2012) explains that each individual certainly has their own criteria in determining assessment indicators in employee performance. When we talk about performance, what we have in mind is whether performance is good or bad, so that if someone does not work well, then that person's performance is said to be bad, and vice versa if there is someone who can complete their work. well, then that person will be said to have good performance (Qomariah 2020).



*Figure 1. Research Conceptual Framework*

## Research Hypothesis

1. First hypothesis (H1): Job promotion has an effect on employee performance
2. Second hypothesis (H2): Job autonomy influences employee performance.

## III. Research Methods

The approach used in this research is a management science approach which concentrates on the field of human resource management, especially with regard to job promotion and work autonomy and its implications for work motivation and employee performance. The design of this research is verification research to determine the relationship between variables through hypothesis testing based on data in the field. Research variables consist of 2 (two) types, namely independent variables and dependent variables. The independent variables are promotion (X1) and work autonomy (X2) while the dependent variable is employee performance (Y). The research population was all employees of the Bondowoso Regency Civil Service Police Unit, totaling 187 people and a total sample of 85 employees using a purposive sampling method, namely employees with ASN status. Descriptive analysis, validity and reliability tests and hypothesis testing are the analyzes in this research.

## IV. Results and Discussion

### 4.1 Descriptive Analysis Results

Based on the calculation results, it is known that of the 85 respondents, 95.3% or 81 respondents consisted of men and 4.7% or 4 respondents were women, which means that the number of male respondents was more than female respondents. This is because Satpol PP requires a lot of physical energy because it is related to activities in the field over a 24 hour period. Based on the age of Bondowoso Regency Civil Service Unit employees, respondents aged between 31 - 40 years amounted to 29.4% or as many as 25 people, aged between 41 - 50 years amounted to 36.5% or as many as 31 people then aged between 51 - 60 years amounted to 23.5% or as many as 20 people. Based on this data, it shows that the age range of Satpol PP in Bondowoso Regency is dominated by the 41-50 year age range, this is because there have been no new recruitments in the last 19 years so that Satpol PP personnel are from the 2004 class, and also some are transfers from other OPDs.

### 4.2 Validity and Reliability Test Results

This validity test shows the suitability of each indicator with the theories used to define a construct (Solihin and Ratmono 2013). The validity test results show that each value on the cross-loadings factor has reached a value above 0.7 with a p value below 0.05. Thus the convergent validity test criteria have been fulfilled. The basis used in the reliability test is the Composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results of statistical calculations show that the questionnaire instrument in this study has met the requirements of the reliability test.

### 4.3 Hypothesis Test Results

Each path tested shows a direct influence between job promotion (X1) and work autonomy (X2) on employee performance (Y) of the Bondowoso Regency Civil Service Unit. Knowing whether each path is significant or not will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this research. The path coefficient values are presented in Table 1.

**Table 1.** Path Coefficient Values

No	Hypothesis	Path coefficients	P-values	Results
1.	The Effect of Promotion on Employee Performance	0,448	0,001	Significant
2.	The Effect of Work Autonomy on Employee Performance	0,302	0,002	Significant

### 4.4 Discussion

#### a. The Effect of Job Promotion on Employee Performance

Based on the results of data testing, it shows that there is a significant influence of promotion on employee performance. This means that job promotions have a significant effect on the performance of employees of the Bondowoso Regency Civil Service Unit which is proven to be true or H1 is accepted. This is supported by the following promotional aspects: The ability to complete tasks accurately and on time is one of the most important indicators of work performance. Employees who are able to complete tasks accurately and on time will make a big contribution to the company. For example, a Satpol PP member whose job is to control street vendors must be able to complete their duties

accurately and on time. If the Satpol PP members are able to control things accurately and on time, then street vendors who violate the regulations will be immediately disciplined and will not cause traffic jams or other disturbances to public order.

The ability to work well in a team is also an important performance indicator. Employees who are able to work well in teams will find it easier to complete complex tasks that require teamwork. In carrying out operations to control street vendors, Satpol PP members must collaborate with various parties, such as the police, transportation services and sanitation services. If the Satpol PP members are able to cooperate well with these parties, then the enforcement operation can run smoothly and effectively.

Attendance at work regularly and on time is one of the most important indicators of discipline. Employees who attend work regularly and on time will make a major contribution to the organization. A Satpol PP member whose duty is to carry out patrols must be present at the patrol location regularly and on time. If Satpol PP members are present at the patrol location regularly and on time, then security and order in the area will be more guaranteed. Next, the ability to adapt to change is also an important performance indicator. Employees who are able to adapt to change will find it easier to face the various challenges they face in their work. Satpol PP members who are tasked with providing security in crowded places must be able to adapt to changes in situations that occur in those places, such as changes in weather or the threat of terrorism. If the Satpol PP members are able to adapt to changing situations quickly and precisely, then security and order in the place will be maintained. This research is in line with research conducted by (Dahlia, et al. 2020), (Basriani and Marthina 2017) which states that job promotions have an effect on performance.

#### **b. The Effect of Work Autonomy on Employee Performance**

Based on the results of data testing, it shows that there is a significant influence of work autonomy on employee performance. Based on the fourth hypothesis, work autonomy has an effect on employee performance. This means that work autonomy has a significant effect on the performance of Bondowoso Regency Civil Service Unit employees, this has been proven to be true or H4 is accepted. The work autonomy factors related to the performance of the Bondowoso Regency Satpol PP are as follows: Independence at work means that employees have the freedom to determine their own work methods or approaches. Employees who have independence at work will be more motivated to work because they feel they have more control over their work. In the context of the Bondowoso Regency Satpol PP, independence at work can be realized by giving employees the freedom to choose the work method or approach that they think is the most effective and efficient for completing their tasks. A member of the Satpol PP who is tasked with controlling street vendors must be given the freedom to choose the work method or approach that they think is most effective in controlling the street vendors. If Satpol PP members have the freedom to choose the method or approach to work, then they will be more motivated to work and produce the best results. a member of the Satpol PP who is tasked with carrying out patrols must be given the authority to make decisions if there is a disturbance to public order at the patrol location. If Satpol PP members have the authority to make decisions, then they will be more motivated to work and maintain public order in the area. Participation can be realized by involving employees in the process of preparing the Satpol PP's annual work plan. If employees have the opportunity to participate in the process of preparing the annual work plan, they will be more motivated to work and achieve the work goals and objectives.

A Satpol PP member whose job is to provide security in crowded places must be given the freedom to use their knowledge and skills to prevent riots or other disturbances of public order. If Satpol PP members have the freedom to apply professional judgment, then they will be more motivated to work and maintain security and order in that place. Overall, work autonomy can improve the performance of the Bondowoso Regency Satpol PP because it gives employees freedom, authority, a sense of ownership and the opportunity to use their competencies.

Research (Basriani and Martina 2017) shows the results that work autonomy has a significant positive effect on performance. This is also supported by other research, namely (Baron 2023) which states that there is a positive and significant direct influence of work autonomy on performance.

## V. Conclusion

The test results prove that promotion has a positive and significant effect on the performance of Bondowoso Regency Civil Service Unit employees. The test results prove that work autonomy has a positive and significant effect on the performance of Bondowoso Regency Civil Service Unit employees.

The suggestions that can be given based on the research results are as follows: Referring to the conclusion which states that promotions have a positive and significant influence on employee performance, the Bondowoso Regency Regional Government, through Kasatpol PP, should as far as possible increase attention and attention to aspects of employee performance.

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