



DOI: <https://doi.org/10.38035/ijam.v4i2>
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The Impact of Job Analysis and Promotion Through Competency on Employee Performance at Raden Mattaher Regional General Hospital, Jambi Province

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Abstract: The purpose of this study was to analyze the influence of job analysis and promotion on competency, analyze the influence of job analysis and promotion on performance, and analyze the influence of job analysis and promotion on performance through competency at Raden Mattaher Regional General Hospital, Jambi Province. The method used in this study was descriptive and quantitative statistics, using tabulation of respondent questionnaires as the basis for processing descriptive statistics and quantitative methods using the Structural Equation Model (SEM) and the Smart PLS 3.0 analysis tool. The research object in this study was job analysis and promotion through competency on employee performance at Raden Mattaher Regional General Hospital, Jambi Province, with a sample of 90 respondents from a total population of 881 employees. In accordance with the assessment of job analysis, promotion, competency, and employee performance at Raden Mattaher Regional General Hospital, Jambi Province, the job analysis had a total score of 4309, categorized as good. Furthermore, the promotion factor showed a total score of 3080, categorized as very good. Furthermore, the competency factor overview shows a total score of 2295, categorized as very high, while the employee performance factor overview shows a total score of 2580, categorized as high. In accordance with the analysis results using the Smart PLS 3.0 application, job analysis has a important impact on competency, promotion has a important impact on competency, Employee performance is positively and substantially impacted by job analysis, positively and substantially impacted by promotion, positively and substantially impacted by competency, as well as substantially impacted by job analysis through competency and promotion through competency.

Keywords: Job Analysis, Promotion, Competence, Employee Performance

INTRODUCTION

Human resources are a crucial factor in any organization. The importance of human resources in an organization demands that every organization recruit qualified and productive employees to support the organization in achieving its goals (Zahari et al., 2022). A common problem in organizations related to employees is declining employee performance, resulting in suboptimal work results. Organizations should understand the potential of human resources as a driving force, capable of effectively and efficiently addressing, analyzing, and motivating organizational goals. One way to overcome obstacles in the need for qualified human resources is through a thorough job analysis.

Dessler & Chhinzer (2017) explain that performance is the work results achieved by an individual while carrying out their responsibilities, in accordance with experience, skills, commitment, and punctuality. To achieve optimal employee performance, job analysis, promotions, and placement of human resources are essential for achieving organizational competencies.

Job analysis serves as a structured method for identifying and assessing the requirements needed by an organization. Through job analysis, organizations can establish mandatory criteria for employees, particularly when assigning positions, with outputs in the form of job details and job descriptions. Job descriptions contain the employee's duties, authority, responsibilities, and functions. Job details include everything that carries out the job duties, as well as everything related to the required skills and competencies.

An agency or organization's trust and appreciation of an employee's qualities and capabilities is demonstrated by a job promotion. It is possible to conduct promotions with the intention of enhancing employee collaboration. Although most employees strive for advancement, many people reject more responsible work in order to remain in their current and preferred positions. This is because job promotions are highly anticipated by every employee, as they provide enhanced benefits, both material and non-material, beyond those previously enjoyed. According to Hasibuan (2019), a job promotion is a transfer that increases authority and responsibility to a higher position within an organization, accompanied by greater obligations, rights, status, and income.

Wibowo (2016) states that competence is the ability to carry out or perform a job or task in accordance with skills and knowledge, supported by the work attitudes required by the job. According to Edison, Anwar, and Komariyah (2016), competence is an individual's ability to perform a job correctly and to excel, in accordance with knowledge, skills, and attitudes.

Having an appropriate job analysis for placing and promoting eligible employees, along with providing opportunities for career development supported by enhanced competencies, will ultimately impact work productivity, often referred to as employee performance. However, the expected challenges in improving employee performance at Raden Mattaher Regional General Hospital in Jambi Province include suboptimal performance achievement, inadequate placement as the basis for staffing and appropriate position allocation, and a poorly implemented promotion process for employees. There are also limited opportunities for medical personnel to participate in education, training, and competency testing in accordance with the medical needs of patient care. Given the aforementioned phenomena, this study has several objectives: an overview of job analysis, job promotion, competency, and employee performance; the impact of job analysis on competency; the impact of job promotion on employee competency; the impact of job analysis on employee performance; the impact of job promotion on employee performance; the impact of competency on employee performance; the impact of job analysis on employee performance through competency; and the impact of job promotion on employee performance through competency.

METHOD

This research was conducted on employees at Raden Mattaher Regional General Hospital in Jambi Province, Indonesia. The data used in this study were secondary and primary. According to Sugiyono in Sudirman et al. (2020), primary data is data collected directly by the researcher from primary sources, while secondary data is documentation, published data, or data used by the organization. The factors used in this study were job analysis (X1) and job promotion (X2) as independent (exogenous) factors, competency (Y) as a mediating variable, and performance (Z) as a dependent (endogenous) variable.

The population of this study was all 90 employees at Raden Mattaher Regional General Hospital in Jambi Province. According to Arikunto (2012), the whole sample is collected if the population is less than 100. If there are more than 100 people in the population, however, 10–15% or 20–25% may be seized. The entire population served as a sample for this study because there were no more than 100 responders. Saturated sampling, often known as the census method, was the sample strategy employed. According to Sugiyono (2018), saturation sampling is a sampling strategy in which every member of the population is employed as a sample. Path Analysis with the Partial Least Squares (PLS) method was employed in the statistical analysis. For data processing, SmartPLS 3.0 software was used.

RESULT AND DISCUSSION

Descriptive Research Factors

To examine how respondents responded to each Index factor under study, descriptive analysis of the research data was employed. At Raden Mattaher Regional General Hospital in Jambi Province, 90 respondents completed questionnaires on job analysis, promotion, competency, and employee performance. The results are displayed in the table below:

Table 1. Results of Descriptive Analysis Per Variable

No	Variable	Item	Total Score	Range Scale	Category
1	Job Analysis	12	4324	3672 – 4535	Good High
2	Promotion	8	3086	3024 – 3600	Very Good
3	Competency	6	2295	2268 – 2700	Very High
4	Employee Performance	7	2587	2646 – 3150	High

Source: Primary data processed, 2025

The results of this study indicate that each employee has a constructive perception of the factors of job analysis, promotion, competency, and employee performance. The total score for each variable: job analysis was 4324, categorized as good, promotion was 3086, categorized as very good, competency was 2295, categorized as very high, and employee performance was 2587, categorized as high.

Measurement Model Test (Outer Model)

a. Convergent Legitimacy Test

1) Loading Factor

The following graphic displays the findings of the preliminary research model calculations made with SmartPLS 3.0 software:

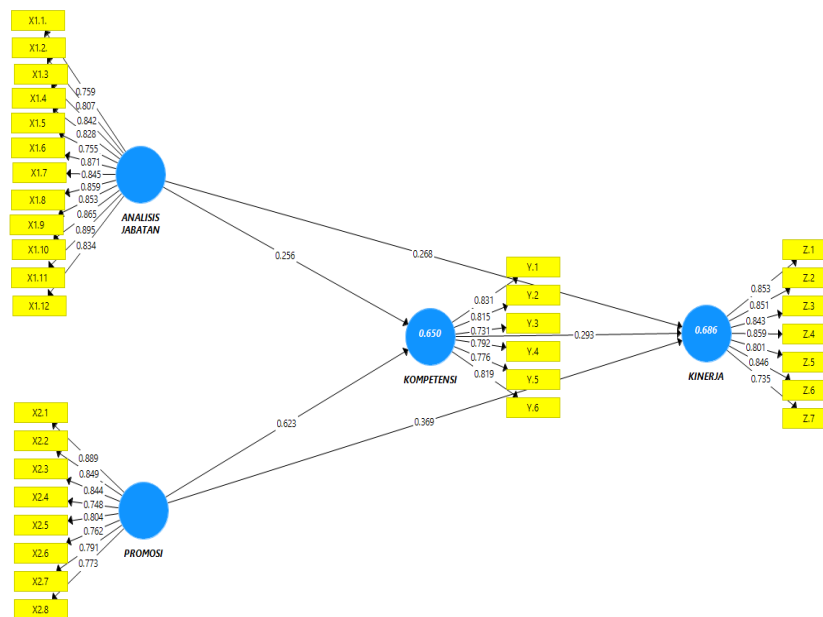


Figure 1. Outer Loading

In accordance with the outer loading results displayed in Figure 1, it can be seen that all indexes for each research variable—job analysis (X1) and job promotion (X2), competency (Y), and employee performance (Z)—have loading worth above 0.70. This indicates that each Index has excellent convergent legitimacy and is suitable for use as a representative of its construct.

2) Average Variance Extracted (AVE)

At the concept level, the average variance extracted (AVE) is another metric used to assess convergent validity. If the AVE worth is more than 0.50, the measurement model (outer model) states that the AVE has satisfied convergent validity. These are the AVE values:

Table 2. Average Variance Extracted Values

Variable	AVE Worth	Description
Job Analysis	0.698	Valid
Promotion	0.654	Valid
Competency	0.632	Valid
Employee Performance	0.685	Valid

Source: Data Processing with Smart PLS Version 3.0 (2025)

All of the AVE worth in Table 2 are more than 0.5, which means that each construct or Index in the study factor has a legitimate AVE value. This suggests that the notion has passed the legitimacy test at the convergent stage.

b. Discerning Legitimacy Test

Cross-loading worth are used in the discerning legitimacy test to make sure that each notion in each latent factor is unique from the others. If the cross-loading worth of an Index on its factor is larger than 0.7 or the biggest when contrasted to the other factors, the Index is said to have discerning validity. These are the outcomes of the test for discerning validity:

Table 3. Cross-Loading

Item	Job Analysis (X1)	Promotion (X2)	Competency (Y)	Employee Performance (Z)
X1.1	0.759	0.517	0.478	0.557
X1.2	0.807	0.523	0.526	0.535
X1.3	0.842	0.524	0.539	0.547
X1.4	0.828	0.525	0.541	0.474
X1.5	0.755	0.518	0.578	0.545
X1.6	0.871	0.470	0.595	0.643
X1.7	0.845	0.562	0.501	0.584
X1.8	0.859	0.417	0.491	0.583
X1.9	0.853	0.448	0.722	0.738
X1.10	0.865	0.518	0.520	0.575
X1.11	0.895	0.569	0.558	0.620
X1.12	0.834	0.591	0.537	0.577
X1.13	0.865	0.523	0.539	0.593
X2.1	0.537	0.889	0.722	0.738
X2.2	0.538	0.849	0.613	0.557
X2.3	0.488	0.844	0.613	0.605
X2.4	0.561	0.748	0.615	0.661
X2.5	0.455	0.804	0.630	0.570
X2.6	0.461	0.762	0.552	0.586
X2.7	0.387	0.791	0.602	0.610
X2.8	0.555	0.773	0.680	0.585
Y.1	0.642	0.614	0.831	0.642
Y.2	0.562	0.667	0.815	0.606
Y.3	0.548	0.530	0.731	0.457
Y.4	0.577	0.630	0.792	0.690
Y.5	0.478	0.628	0.776	0.556
Y.6	0.489	0.643	0.819	0.613
Z.1	0.508	0.584	0.625	0.853
Z.2	0.503	0.599	0.631	0.851
Z.3	0.555	0.549	0.589	0.843
Z.4	0.572	0.570	0.611	0.859
Z.5	0.520	0.686	0.638	0.801
Z.6	0.611	0.693	0.627	0.846
Z.7	0.662	0.703	0.623	0.735

Source: Data Processing with Smart PLS Version 3.0 (2025)

Table 3 shows that all indexes in the research factors have cross-loading worth greater than 0.7. In accordance with these results, it can be concluded that the indexes used in this study have good discerning legitimacy in compiling their factors. All indexes have cross-loading worth greater than the cross-loading worth of other factors. In accordance with these results, it can be concluded that the indexes used in this study have good discerning legitimacy in compiling their respective factors.

c. Reliability Test

A composite reliability test is conducted to determine the extent to which a measurement instrument can be trusted for use. (Hair et al., 2012), all factors are considered reliable if their loading worth are above 0.70. The composite reliability and Cronbach's alpha worth for each factor are shown in the following table:

Table 4. Composite Reliability

Variable	Composite Reliability	Description	Cronbach Alpha	Description
X ₁	0.965	Dependable	0.960	Dependable
X ₂	0.938	Dependable	0.924	Dependable
Y	0.911	Dependable	0.883	Dependable
Z	0.938	Dependable	0.924	Dependable

Source: Data Processing with Smart PLS Version 3.0 (2025)

In accordance with Table 4, the results of the composite reliability and Cronbach's alpha tests indicate that all factors are considered reliable because they have composite reliability worth greater than 0.70. This means that all factors are reliable and trustworthy, and the research data can be used to produce optimal research.

Structural Model Test (Inner Model)

The path coefficient, sometimes referred to as the direct effects value, in SEM PLS analysis indicates the structural model worth in this investigation. Path coefficients between constructs are then evaluated in order to test the hypothesis and assess the significance and intensity of the association.

1) R Square

To gauge how well the model explains the variation in the dependent factors, the coefficient of determination (R²) is employed. An Index of the combined capacity of exogenous latent factors to forecast endogenous factor constructs is the coefficient of determination. This means that the coefficient shows how much of the endogenous construct's variance can be accounted for by all associated exogenous constructs. Depending on the quantity of exogenous factor constructions, this criteria is altered. The R-squared estimation results using SmartPLS 3.0 are displayed in Table 5:

Table 5. R-Square Values

Variable	R-Square
Competency (Y)	0.650
Employee Performance (Z)	0.686

Source: Data Processing with Smart PLS Version 3.0 (2025)

The table shows that the R-square worth for the competency factor is 65 percent, and for employee performance, it is 68.6 percent. These results indicate that the influence of job analysis and promotion on competency is considered strong. Similarly, the influence of job analysis and promotion on employee performance is also considered strong.

2) Q Square

A model is said to have predictive significance if the Q square worth is larger than 0 (> 0), according to Wiyono (2011). Here is the formula to determine the predicted relevance value:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,650^2) (1 - 0,686^2)$$

$$Q^2 = 1 - (1 - 0,422) (1 - 0,470)$$

$$Q^2 = 1 - (0,578)(0,530)$$

$$Q^2 = 1 - 0,306$$

$$Q^2 = 0,694$$

The Q² calculation result in this study was 0.694, meaning the model in this study was declared predictive relevance because the worth of 0.694 > 0 and categorized as strong.

3) Impact Size-F

Impact size-F can be seen from the f-square value, which is used to determine the goodness-of-fit of the model. F-square worth of 0.02, 0.15, and 0.35 can be interpreted as indicating whether the latent factor predictor has a weak, medium, or large influence at the structural level (Ghozali & Latan, 2012). To determine the impact size-F value, see the following table.

Table 6. F-Square Value		
Variable	Competency (Y)	Employee Performance (Z)
Job Analysis (X1)	0.115	0.127
Promotion (X2)	0.684	0.159
Competency (Y)		0.096

Source: Data Processing with Smart PLS Version 3.0 (2025)

In accordance with Table 6, the F impact sizes can be seen in the following explanation.

1. The F-square worth for job analysis on competency is 0.115, indicating that the F impact size for this factor is categorized as medium.
2. The F-square worth for promotion on competency is 0.684, indicating that the F impact size for this factor is categorized as large.
3. The F-square worth for job analysis on employee performance is 0.127, indicating that the F impact size for this factor is categorized as medium.
4. The F-square worth for promotion on employee performance is 0.159, indicating that the F impact size for this factor is categorized as medium.
5. The F-square worth for competency on employee performance is 0.096, indicating that the F impact size for this factor is categorized as weak.

Structural Model

In SEM-PLS analysis, the direct effects value, sometimes referred to as the path coefficient, shows the structural model worth in this study. In order to verify the hypothesis and assess the relevance and strength of the association, path coefficients between constructs are then evaluated.

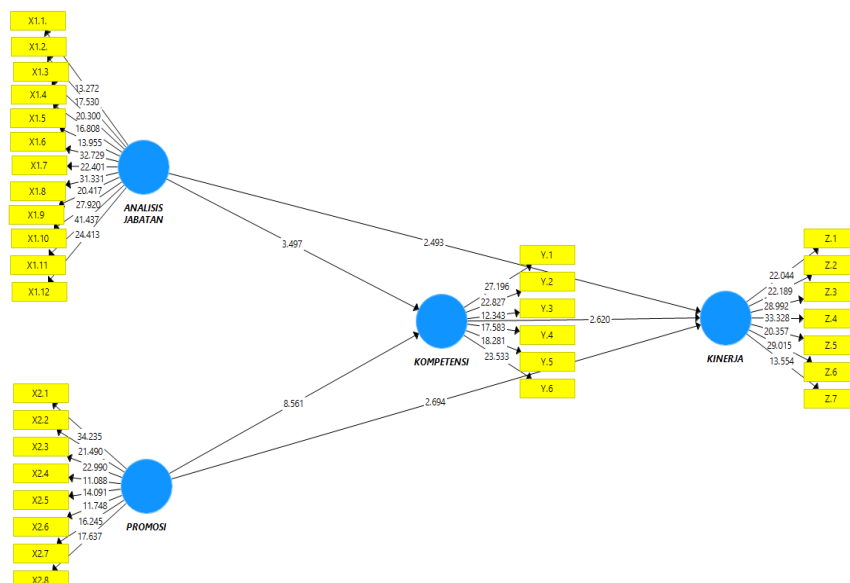


Figure 2. Bootstrapping Output

Hypothesis Testing

Using a significance threshold of $\alpha = 0.05$, the p-worth of the path coefficients are contrasted in order to test the hypothesis about the influence of exogenous factors on endogenous factors. If the p-worth is less than or equal to 0.05 ($p\text{-worth} < 0.05$) or the t-table worth is 1.96, the test is deemed highly significant. If the t-statistic is more than the calculated t-statistic, the hypothesis is rejected; if it is less than the calculated t-statistic, the hypothesis is accepted. These are the criteria for rejecting and accepting the hypothesis.

Table 7. Path Coefficients

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Job Analysis (X1) -> Competency (Y)	0.256	0.258	0.073	3.497	0.001
Promotion (X2) -> Competency (Y)	0.623	0.626	0.073	8.561	0.000
Job Analysis (X1) -> Employee Performance (Z)	0.268	0.273	0.107	2.493	0.013
Promotion (X2) -> Employee Performance (Z)	0.369	0.376	0.137	2.694	0.007
Competency (Y) -> Employee Performance (Z)	0.293	0.282	0.112	2.620	0.009

Source: Data Processing with Smart PLS Version 3.0 (2025)

Table 7 shows the following path coefficients:

1. The Impact of Job Analysis on Competence

As the t-statistic for the association between the Job Analysis factor and Competence is $3.497 > 1.96$, or a P-worth of $0.000 < 0.05$, hypothesis H1 is accepted. This finding suggests a constructive and substantial relationship between competence and the job analysis variable. This implies that a greater focus on job analysis will have a substantial impact on competency.

2. The Impact of Promotion on Competence

A t-statistic of $8.561 > 1.96$, or a P-worth of $0.000 < 0.05$, indicates that the promotion factor and competence are related, supporting hypothesis H1. This finding suggests that there is a noteworthy and favorable influence of the promotion factor on competence. This implies that boosting promotions will boost proficiency as well.

3. The Impact of Job Analysis on Performance

Hypothesis H1 is accepted because the association between job analysis factors and employee performance has a t-statistic of $2.493 > 1.96$, or a P-worth of $0.013 < 0.05$. According to this finding, job analysis factors substantially and favorably affect employee performance. Therefore, better job analysis will result in better performance.

4. The Impact of Promotion on Performance

The hypothesis test's findings show that there is a 0.369 path coefficient between employee performance and promotion factors. A P-worth of $0.007 < 0.05$, or a t-statistic of $2.694 > 1.96$, supports hypothesis H1. This finding suggests that employee performance is positively and substantially impacted by promotion determinants. This implies that more promotions will result in better performance.

5. The Impact of Competence on Performance

According to the hypothesis test results, there is a 0.293 path coefficient between employee performance and competence characteristics. Since the P-worth is $0.009 < 0.05$ and the t-statistic worth is $2.620 > 1.96$, hypothesis H1 is accepted. These findings suggest that there is a constructive and substantial relationship between the competence factor and employee performance. This implies that performance will rise in tandem with expertise.

Discussion

The Impact of Job Analysis on Competence

The results of the study indicate that the job analysis factor has a constructive and important impact on competency. This finding supports the opinion of Robbins and Judge (2017), who stated that job analysis is a systematic process for collecting and analyzing information about the duties, responsibilities, skills, and knowledge required for a position or job. The results also agree with Handayani's (2019) research, which states that job analysis has a constructive and important impact on competency. The impact of job analysis on employee competency is due to the provision of rewards and opportunities for self-development, increasing knowledge and skills, and fostering constructive employee attitudes, enabling them to carry out their work in accordance with their duties, functions, and responsibilities.

The Impact of Promotion on Competence

The results indicate that the promotion factor has a important and constructive impact on competency. These results support Hasibuan's (2019) opinion that job promotion is a form of trust and recognition of an employee's ability to occupy a higher position. Promotions impact performance because promoted officials are honest in their responsibilities, promoted officials comply with applicable laws and regulations in carrying out their duties, the work results achieved can be accounted for in terms of quality and quantity, promoted officials are able to collaborate effectively and efficiently, all employees work well both horizontally and vertically to achieve organizational goals, promoted officials are competent, creative, and innovative in completing their tasks well, promoted officials are loyal to their leaders and defend the organization from detrimental actions, promoted officials can foster and motivate their subordinates to collaborate effectively at the Raden Mattaher Regional General Hospital, Jambi Province.

The Influence of Job Analysis on Employee Performance

The results of this study indicate that the relationship between job analysis factors and employee performance is significant. This finding aligns with research by Suryani et al. (2016) and Nurdianto et al. (2024), which confirmed that job analysis has a important and constructive impact on employee performance. Job analysis is an important and strategic component that can clarify the scope of an employee's work, as similar positions do not necessarily have the same duties and consequences. This job analysis will provide clarity for both leaders and staff regarding their workload. Through an understanding of job analysis, employees are expected to achieve good performance at Raden Mattaher Regional General Hospital, Jambi Province.

The Influence of Promotion on Employee Performance

The results of this study indicate that promotion factors have a constructive and important impact on employee performance. This finding aligns with research by Suharni (2017), which found that promotion has a constructive and important impact on performance. According to Priansa (2017), employees with the highest performance and productivity typically achieve career advancement relatively quickly and easily contrasted to those with low performance and productivity.

The Influence of Competence on Employee Performance

The results of this study indicate that competency has a constructive and important impact on employee performance. This finding aligns with research by Saputra et al. (2024) and Marlina et al. (2024) that found that competency has a constructive and important

impact on employee performance. Mahmood and Suana (2018) identified constructive feedback from supervisors and contingent rewards as key factors in demonstrating high levels of individual performance, which in turn, will increase the organization's competency level. Employee competency is a characteristic of skill; the presence of employee abilities and knowledge substantially contributes to improving performance. This means that high employee competency will indirectly influence employee performance improvement.

The influence of competence on employee performance is because each employee must have formal and informal knowledge skills, each employee must have skills related to their respective fields of work, each employee must have expertise in accordance with their field of duty, each employee must have the ability to solve problems quickly and efficiently, employees uphold ethics in the organization so that they can carry out their work properly, each employee has a constructive attitude (friendly and polite) in an effort to enhance services to the community at the Raden Mattaher Regional General Hospital, Jambi Province.

The Impact of Job Analysis on Employee Performance Through Competencies

Research results show that job analysis has a important and constructive impact on employee performance through competencies. Employee competencies serve as a link between job analysis and employee performance. Having a well-documented job analysis facilitates access to information and facilitates job structure, along with adequate competencies, which facilitates performance achievement. According to Simamora (2007), the benefit of job analysis is that it helps communicate job expectations to the incumbent, supervisor, and colleagues. By outlining the job requirements, the educational qualifications and competencies of the person who will hold the position, the time required to create the new job, and the required requirements, labor efficiency and productivity optimization are achieved.

The Impact of Promotion on Employee Performance Through Competencies

Research results show that promotions have a important and constructive impact on employee performance through competencies. Promotions are also an employee development strategy and are therefore considered a reward for good performance and recognition of employee abilities. According to Samuel et al. (2009), the success of an agency or organization can essentially be supported by an effective program. Through job promotions, employees receive recognition from the agency or organization for their abilities, skills, or competencies, as well as their work results. Therefore, job promotions are highly anticipated by employees.

The influence of promotions on employee performance through competency is due to the fact that each employee must possess formal and informal knowledge. Each employee must possess skills related to their respective fields of work. Each employee must possess expertise appropriate to their field of work. Each employee must have the ability to solve problems quickly and efficiently. Employees uphold organizational ethics to carry out their work properly. Each employee has a constructive attitude (friendly and polite) in an effort to enhance services to the public at Raden Mattaher Regional General Hospital, Jambi Province.

CONCLUSION

1. Job analysis shows a good category. Promotions are categorized as very good. Employee competency is in the very high category, and employee performance is considered high.
2. Job analysis has a important and constructive impact on competency. This means that a better job analysis will enhance employee competency.
3. Promotion has a important and constructive impact on competency. This means that a better job promotion will enhance employee competency.

4. Job analysis has a important and constructive impact on employee performance. This means that a better job analysis will enhance employee performance.
5. Promotion has a important and constructive impact on employee performance. This means that a better promotion will enhance employee performance.
6. Job competency has a constructive and important impact on employee performance. This means that the higher an employee's competency, the more their performance will improve.
7. Job analysis through competency has a constructive and important impact on employee performance. This means that a better job analysis, supported by high competency, will further enhance employee performance.
8. Promotion through competency has a important and constructive impact on employee performance. This means that a better promotion will enhance employee performance.

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