

THE INFLUENCE OF EMPLOYEE COMPETENCE, COMMITMENT AND PROMOTION ON WORK ACHIEVEMENT WITH MOTIVATION AS A MEDIATION VARIABLE

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Abstract

Certification is the most important component as proof that employees have expertise in their fields. This study aims to determine the factors that can improve the performance of the logistics function of the Central Java Regional Police. The independent variables in this study are Competence, Employee Commitment and Promotion and the dependent variable is work achievement with motivation as a mediating variable. This study uses quantitative methods by using questionnaires to collect the required data. The sample in this study were 82 employees of the Central Java Police logistics function. The analysis used is a structural equation model (SEM) analysis using the SmartPLS analysis tool. The results of this study indicate that the competence and motivation have a significant effect on work achievement. The variable of Competence, Employee Commitment and Promotion have an influence on work motivation. While the variable of Employee Commitment and Promotion has no effect on work achievement. As a mediating variable, motivation succeeded in mediating the effect of employee competence and promotion on employee achievement but not for commitment to employee achievement.

Keywords : Competence, Employee Commitment, Promotion, Motivation and Work Achievement

I. INTRODUCTION

Human resources are required to continue to be develop capabilities proactively within the organization. Resource The human resources needed by the organization at this time are human resources able to develop continuously, able and willing to help the organization under any circumstances so that the trust given by the organization to these employees will be rewarded with an increase in the ability of employee himself.

Sumirat and Pujiyati (2019) argue that work performance is a result work achieved by a workforce in carrying out tasks and work assigned to him. Job performance is one factor which is considered to improve the quality of the company / institution. That quality can be seen from the high self-confidence of employees or employee loyalty to companies/institutions. Job performance has an important role for companies / institutions because they can know the extent of progress experienced by employees in a company, can also be used as a tool for consideration development of the company/institution in the future. Regarding certification exams goods and services, the Polri institution certainly expects its employees to pass and certified. This will improve the performance of the logistics function as a whole. However, the reality is the opposite, employee performance is not optimal in carrying out the logistics function.

There are factors that influence employee performance many, one of which is competence. Kahfi et al (2017) explained five competency indicators that must be possessed by all individuals. Two including the skills to carry out the task (Task skills), namely skills to carry out routine tasks in accordance with workplace standards. Then the skills to manage the task (Task management skills), ie skills to manage a series of different tasks that appear in in work. When someone is skilled in carrying out their duties because If you have certain skills, the results of the work achieved will be optimal accordingly with expectations. High achievement due to expertise in carrying out the task indicates the employee has potential and has achievements Work. shows related to the procurement of government and agency goods and services, expertise is needed in selecting credible and prospective partners committed to providing product/service offerings to agencies. Offer Good logistics will expedite Polri's activities as a whole.

Continuing commitment relates to the dedication of members in perpetuating the life of the organization then produce people who sacrifice and invest in the organization (Azikin et al, 2019). Commitment Thus, institutions are needed to contribute to agencies in the form of human capital . Human capital is an important capital for a company organization. Without human beings who have the expertise and skills accompanied sense of belonging to the company then the organization will not run successfully. The logistics function in Polri emphasizes the benefits that the company gets even by spending on goods/services. When spending goods /

service. In a decision making situation for purchasing vulnerable goods with corrupt behavior that requires a high commitment to the organization. Employees who are committed to their organization prioritize organizational benefits over personal gain.

Employees will be promoted if employees show honesty, ability and proficiency in holding positions (Prabowo et al, 2016). Promotion and job performance are interconnected. Employees who excel will get promotions, then leaders who give promotions to employees will motivate employees to be able to achieve achievements. Employees with certain positions and certain (certified) specifications can have higher authority and better decision-making abilities. With the ability and authority in making better decisions, it will have an impact on employee performance in the organization.

Table I
Past Research about work performance

Researcher	Research result
Ceswirdani et al (2017), Nasution & Rahayu (2021)	Influential competence positive on work performance
Yanti, et al (2020)	Competence has no effect on Work Performance
Jessica et al (2019), Sukrisno & Riswati (2020)	Employee commitment significant effect on work performance.
Hadiyatno & Saraswati, (2016)	No employee commitment significant to Achievement Work
Wati et al (2020)	Significant promotion of Work performance
Abraham (2018)	Promotion is not significant on work performance

Based on the research gap above, it appears that the results of research on the influence of competence, employee commitment and promotion on work performance still provide different results, therefore further research is needed. In this study, the authors wanted to solve this problem with the mediating variable Motivation to see direct and indirect effects. The importance of employee performance demands in an organization, work motivation must be important in a job. Murty and Hundiwinarsih (2012) state that a motivated employee will be energetic and enthusiastic, and conversely an employee with low motivation will often display discomfort and displeasure with their work which results in their performance being poor and company goals will not be achieved.

Realizing the goals of the company in order to improve employee performance must also be supported by motivation. Motivation is one of the factors that encourages a person to carry out a certain activity, so that employees are motivated to work. This work motivation will be achieved if there is a desire from himself and finds encouragement from other parties (Riupassa, 2018). According to Tiatna (2015) motivation and performance have a close relationship, where both are related to each other. Research by Rahim, et al (2017) says that motivation has a significant effect on results someone's work. Ritonga (2019) adds that motivation is formed from attitude employees in working situations. Motivation is a condition self-motivated employees directed to achieve organizational goals. Mental attitude is the mental condition of an employee to achieve good work performance maximum. From some of these statements it appears that motivation can become an intermediary for various factors that can improve employee performance Motivation is a combination factor on performance indicators, namely in terms of effectiveness and independence. This means that motivation is a motivation is a strong urge from within the individual to take action in effort achievement of objectives. Therefore motivation is predicted to be able to become an intermediary factors that affect employees. Therefore this research needs to be conducted to identify what factors influence employees to pass certification as a form of achievement for employees who excel in their fields

II. LITERATURE REVIEW

A. *Hierarchy of Needs Theory*

Maslow's hierarchy of needs is a useful interdisciplinary theory for prioritizing nursing care. The hierarchy of basic human needs includes five priority levels. The lowest basic or first level includes

physiological needs, such as air, sex, water and food. The second level is the need for security and protection, including physical and psychological security. The third level contains the need for love and belonging, including friendships, social relationships, and romantic relationships. The fourth level is the need for self-esteem including self-confidence and self-worth. The last level is the need for self-actualization, namely the state of achieving potential and having the ability to solve problems and adapt to life (Potter and Perry 2009). There are five levels of basic needs according to Abraham Maslow.

Physiological Needs are needs that have the highest priority in Maslow's Hierarchy. So that someone who has not fulfilled other basic needs will first fulfill his physiological needs. This need has eight kinds such as: the need for oxygen, fluids, food, elimination of urine, rest, activity, body temperature, and sexual health (Mubarak & Chayatin 2007). Safety and Security Needs are needs that need to identify the types of threats that can be harmful to humans. Maslow gives examples of things that can satisfy safety and security needs such as places where people can feel safe from harm, for example shelters such as houses that provide protection from weather disasters (Robbert J, et.al 2013).

The need for love After a person has satisfied their physiological and safety needs, they become motivated by the need for love such as the desire for friends, the desire to have a partner and children, the need to belong to a family, a community, and society. Love and belonging encompasses several aspects of sexuality and relationships with other human beings as well as the need to give and receive love (Feist Jess & Feist Gregory 2010).

The need for self-esteem has two components, namely: a) self-respect is the need for strength, mastery, competence, achievement, self-confidence, independence, and freedom. People need knowledge about themselves, that they are valuable in being able to master the tasks and challenges of life. b) getting respect from others (respect from others) is the need for appreciation from others, fame, dominance, being important, honor and appreciation. If the need for self-esteem is not satisfied, it will lead to awkward, weak, passive, dependent on others, cowardly, unable to cope with the demands of life and low self-esteem in socializing. According to Maslow, self-esteem from others should be obtained based on self-esteem for oneself. People should gain self-esteem from their own abilities, not from external fame that they cannot control, which makes them dependent on others (Alwisol 2004).

The need for self-actualization is the desire to be satisfied with oneself (self-fulfillment), to realize all one's potential, to become whatever one can do and to be creative and free to reach the peak of one's potential achievements. The need for self-actualization is the need to want to develop, want to change, want to experience transformation to become more meaningful (Alwisol 2004). This need is the culmination of the hierarchy of human needs, namely the development or full realization of potential and capacity. Maslow argued that humans are motivated to be everything they are capable of becoming. Even though other needs are met, if self-actualization needs are not met then a person will experience anxiety, displeasure or frustration (Syamsu & Juntika 2007).

Maslow's hierarchy of needs assumes that lower-level needs must be met or at least other needs are met before high-level needs become motivating. The five needs that make up the hierarchy are conative needs, meaning that these needs have a driving or motivating character (Feist Jess & Feist Gregory 2010).

According to Maslow's view, the highest need is the need to actualize oneself. In this hierarchical model, lower human needs must be satisfied before prioritizing higher needs (Howard & Miriam 2006). Maslow's personality theory is based on several basic assumptions about motivation. Motivation is usually complex or consists of several things (motivation is usually complex), which means that a person's behavior can arise from several separate motivations. For example: the desire for sexual intercourse can be motivated not only by the presence of genital-related needs, but also by the need for intimacy, love and self-esteem. In addition, the motivation to perform a behavior can be realized or not realized by the person doing it. For example, a student's motivation to get high scores is by gaining power (Feist Jess & Feist Gregory 2010).

B. The Need for Achievement Theory

Hasibuan (2009) argues that employees have energy reserves released and used depending on the strength of a person's motivational drive from the situation as well as the opportunities available. This energy will be utilized by employees because it is driven by: 1. Motive forces and basic needs involved. 2. Expectations of success. 3. Incentive value attached to the goal. One of the things that motivates people is the need for achievement, which is the driving force that drives one's enthusiasm for work. Therefore, the need for achievement will encourage someone to develop creativity and direct all the abilities and energy they have to achieve maximum work performance.

C. Job Performance

Job performance is one factor that is considered to improve the quality of the company. This quality can be seen from the high self-confidence of employees or employee loyalty to the company. Job performance has an

important role for the company because it can determine the extent of progress experienced by employees in a company, it can also be used as a tool for consideration for the development of the company in the future. Some definitions of work performance according to experts:

Sumirat and Pujiyati (2019), Work performance is the result of work achieved by a worker in carrying out the tasks and work assigned to him. Jessica, et al (2019), argues that work performance is a work result that is achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity of time. Ritongga (2019), explains that work performance is a combination of employee work abilities, clarity of achievement with compensation accompanied by high motivation in carrying out the assigned tasks. Ibrahim (2018), suggests that there are several abilities that can be used as a benchmark for a person's work performance level, namely:

1. Technical ability, namely the ability to use knowledge, methods, techniques and equipment used to carry out tasks as well as experience and training obtained.
2. Conceptual ability, namely the ability to understand the complexity of the company and adjust the plane of motion of each unit into the operational field of the company as a whole, in which in essence the individual understands his duties, functions and responsibilities as an employee.
3. Interpersonal relationship skills, namely the ability to work with others, motivate employees and negotiate.

This research is guided by several previous studies that have existed. The focus of this research is on work performance in the logistics function of the Central Java Regional Police as well as the factors that influence it related to the formulation of the problem of low work performance with a small passing rate of certification for the procurement of goods and services. Several previous studies have proven that there are several factors that can affect work performance, including Ceswirdani et al (2017), Nasution & Rahayu (2021), Jessica et al (2019), Sukrisno & Riswati (2020) and Wati et al (2020) where these factors are competency, employee commitment and promotion. The better the competence, commitment possessed by employees and promotions received by employees, the higher work performance.

D. Competence

Competence related to the role of HR in an organization or company has a meaning that is as important as the job itself. Given the important role of Human Resources as a determining factor for an organization or company, competency is an aspect that determines the success of an organization or company. With high competence possessed by HR in an organization or company will determine the quality of HR owned which will ultimately determine the competitive quality of the company itself. The concept of competence is actually not something new. According to the American Psychological Industry Organization (Mitrani, Palziel and Fitt, 1992) the competency movement had started in the 1960s and early 1970s. Spencer and Spencer, (1993) argue that competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in his work. Meanwhile Ruky (2003) says that competence is needed to carry out certain roles to produce performance in the form of satisfactory work performance. According to Spreitzer (1995) (in Wardani & Fatimah, 2020) Competence is the confidence of an individual where the individual feels confident in the capacity of the ability possessed in carrying out activities with certain expertise. Competence can also be interpreted as tasks, skills, attitudes, and appreciation that must be possessed by organizational human resources to be able to carry out work tasks in accordance with those charged by the organization (Sutrisno, 2012). Kahfi et al (2017) define competency as the action dimension of the task, where the action is used by employees to complete their work tasks satisfactorily and what employees are given in different forms and levels of performance. In short, competence is an individual capacity to do various tasks in a job (Robbins & Judge, 2019 in Wardani & Fatimah, 2020).

E. Commitment

Commitment is basically a person's willingness to bind himself and show loyalty to the organization because he feels himself involved in organizational activities (Jessica, 2019). Employee commitment according to Steers in Kuntjoro (2002) is a person's sense of identification, involvement and loyalty expressed by an employee who is very interested in the goals, values and goals of his organization (Ritongga, 2019). According to Hadiyanto & Saraswati (2019), employee commitment is a relative strength of employees in identifying their own involvement in the organization. Employee commitment in the company consists of affective commitment, continuance commitment and normative commitment or in some studies it is called organizational commitment, which is a measure of the willingness of employees to stay with a company in the future. Robbins (1998) argues that organizational commitment is the degree to which an employee sided with an organization. According to Azikin et al (2019), suggests there are three forms of organizational commitment, as follows: . Continuance commitment is a commitment related to the dedication of members in sustaining organizational life and producing people who sacrifice and invest in the organization. Integrated commitment, namely the commitment of members to the organization as a result of social relations with other members in the organization. This

happens because employees believe that the norms adopted are beneficial. Controlled commitment, namely the commitment of members to organizational norms that provide behavior in the direction they want. Organizational norms are appropriate and able to contribute to the desired behavior.

H1 = There is an influence between competence on work performance. Competence is said to be one of the factors that influence performance. Because competence is needed to help organizations to create a high performance culture Wibowo (2012). According to Armstrong (2004) competence affects performance related to inputs and processes (targets and competencies) as well as related outputs and outcomes (results and contributions). Marliana (2011) also argues that competency influences employee performance. Competent employees usually have relatively stable character attitudes and behaviors or willingness and ability to work when faced with a situation in the workplace which is formed from the synergy between character, self-concept, internal motivation, and contextual knowledge capacity so that they can quickly overcome work problems that arise. faced, do work calmly and confidently, view work as an obligation that must be done sincerely, and openly improve self-quality through the learning process. The higher the competency possessed by employees and in accordance with the demands of the job role, the work performance will increase. Likewise, if the competence possessed by employees is poor or not in accordance with their job roles, work performance will also decrease. Research conducted by Aqsa & Fitriasyah (2017) proves that competency has a positive influence on optimal employee performance. Wibowo (2012) argues that the many competencies used by human resources will be able to improve work performance.

H2 = There is an influence between work commitment and work performance Employee commitment according to Steers in Kuntjoro (2002) is a person's sense of identification, involvement and loyalty expressed by an employee who is very interested in the goals, values and goals of his organization (Ritongga, 2019). Employee commitment is very necessary because commitment is an indicator of employee performance in order to work optimally and achieve results (Jessica et al, 2019). Commitment is very important for developing a company or organization and the desire of employees to maintain work performance by trying to work hard to achieve target realization. The stronger an employee's commitment to an organization, the higher the work performance produced by the employee. Likewise with the lower the commitment of an employee, the smaller the achievements produced by employees. Ritongga (2019) revealed that an employee who is committed to work usually has a strong desire to remain as an employee and carry out his duties better. In his research, Ritongga also proves that employee commitment has a positive and significant influence on work performance. Likewise with research conducted by Jessica et al, (2019).

H3 = There is an influence between Promotion on Work Performance. Promotion is an opportunity where a person can improve his position. Promotion means moving from one position to another, which has a higher status and responsibility. According to Judas (2013), promotion is an increase in a workforce or employee in a better field of work, compared to before in terms of greater responsibility, achievement, facilities, higher status, demands for higher skills and increase in salary and other benefits. In carrying out promotions, of course, it is necessary to pay attention to the principles of self-promotion, namely the principles of trust, fairness and the principle of formation. With promotions, employees will feel valued, needed, cared for and recognized for their abilities by company management so that they can make employees give their best achievements. The fairer and more objective the promotion is, the higher the employee performance will be. This is because if the promotion is fair and objective, employees will be encouraged to work more actively, enthusiastically, disciplined and achieve work so that the resulting work performance is more optimal. Supported by research conducted by Wati et al (2020), where the results of his research show that promotion has a positive and significant effect on work performance. Ibrahim (2018) also said that promotions have a significant influence on work performance. Where the results of his research are employee promotions have a positive and significant impact on work performance.

H4 = Competence influences motivation Employee work performance is better if the competency matches the background, expertise, skills and capacity of the employee. Competence can also be interpreted as tasks, skills, attitudes, and appreciation that must be possessed by organizational human resources to be able to carry out work tasks in accordance with those charged by the organization (Sutrisno, 2012). By paying attention to the competence of subordinates, in carrying out their duties, employees will feel trusted, valued and subordinates will appreciate their leaders more so that they can be motivated (Magdalena, 2020). The more precise the competence of employees, the higher the motivation employee work. Research conducted by Siswanti (2018) revealed that competency influences work motivation.

H5 = Employee commitment influences motivation Employee commitment according to Steers in Kuntjoro (2002) is a person's sense of identification, involvement and loyalty expressed by an employee who is very

interested in the goals, values and goals of his organization (Ritonga, 2019). Commitment is considered important in an organization. The stronger the commitment of an employee, the higher the work performance. Where employees with high commitment will affect the increase in work motivation (Ritonga, 2019).

H6 = Promotion has an effect on motivation Promotion is a process of changing from one job to another, in a higher hierarchy of authority and responsibility compared to the authority and responsibility assigned to employees in the past (Ardanadkk, 2012 in Prabowo et al, 2016). One of the things that is considered in a promotion is seniority because it is believed that the level of seniority affects the experience and skills of workers. The HR field always pays attention to the development needs of each of its followers or employees (Magdalena, 2020), from that consideration, employee promotions are carried out which have an impact on increasing employee morale. The better the implementation of the existing employee promotion system in an organization or agency, the higher the employee performance. Conversely, the poorer the implementation of the employee promotion system, the lower the employee's work performance. It is supported by research conducted by Arifin & Rohman (2012) which revealed that the promotion of employees results in lower work performance

H7 = Motivation has an effect on work performance The term motivation comes from the Latin word *movere* which means "to move" (to move). 'Motivation is a force that is both internal and external which drives an employee to be able to do a good job. The work process will be optimal if employees have high work motivation and are supported by adequate abilities, skills and experience of employees. Even though they have high abilities and expertise and sufficient experience, a person will not achieve the best work performance if there is no work motivation within that person. Conversely, even if someone has very high motivation but is not supported by sufficient ability, expertise and experience, it will not produce optimal performance. However, high motivation is a big capital to achieve success because high motivation is half of success itself. The better the individual motivation, the better the employee's performance and conversely the lower the motivation, the lower the employee's performance.

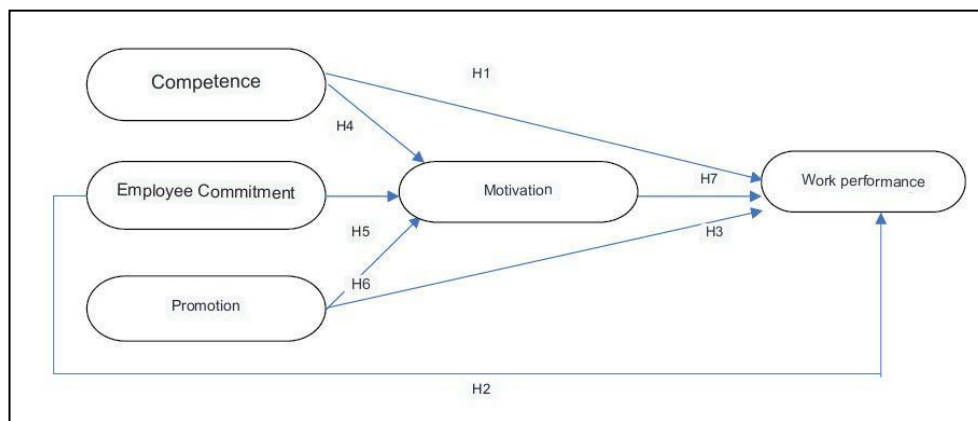


Fig 1 : Conceptual Frame Work

III. METHOD

In this study, the respondents were employees of the Logistics Function of the Central Java Regional Police. The population in this study were 467 employees. The sampling technique in this study was the stratified proportional random sampling method so that 82 respondents were obtained

The questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity of the questionnaire question items can be measured by correlating the score of the question items with the total score of the variable or construct (Ghozali, 2014). The validity test shows the accuracy and accuracy of the questionnaires distributed to the respondents. If the loading factor > 0.50, it can be said to be valid. The results of the validity test show that all the variables are valid. Evidenced by the value of the loading factor after elimination > 0.50 so that the question items for this variable are valid.

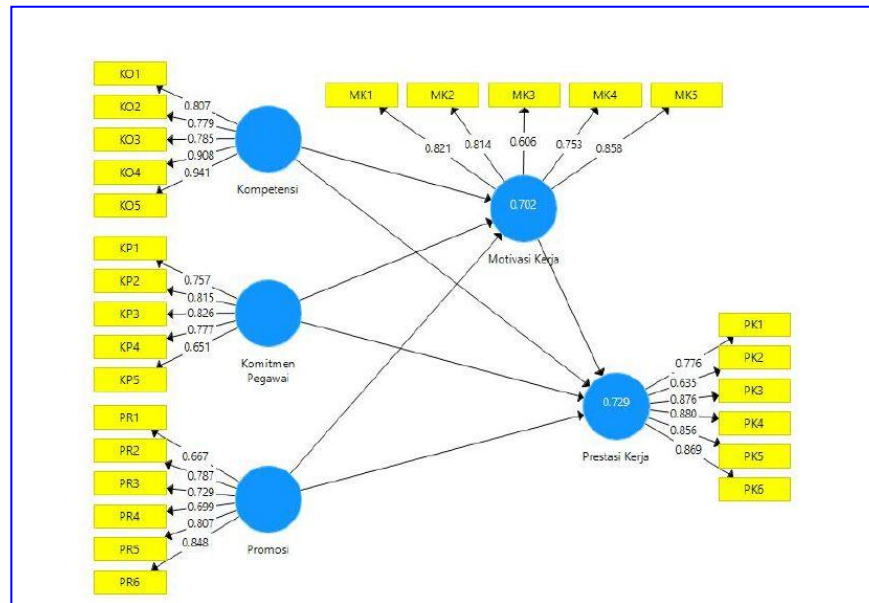


Fig 2 : Validity Test

The questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time (Ghozali, 2014). Reliability testing shows how much an instrument can be trusted and used as a data collection tool. This reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. Each variable in this study has a composite reliability value that is greater than 0.7 and the AVE value is each more than 0.5 so that the questionnaire is said to be reliable because an instrument can be said to be reliable if the AVE value is more than 0.5.

Table 01 Reliability Test

Variable	Composite Reliability	AVE
Commitment	0.877	0.590
Competence	0.926	0.717
Motivation	0.882	0.602
Work Performance	0.924	0.673
Promotion	0.890	0.576

The next analysis is hypothesis testing, this analysis is carried out using several criteria that must be met, namely the original sample, statistics, and p-values. The original sample value is used to see the direction of hypothesis testing, if the original sample shows a positive value it means the direction is positive, and if the original sample value is negative it means the direction is negative. Then t-statistics is used to show significance. To test using t-statistics, it must be known whether the hypothesis has direction or not. If the t-statistic value is > 1.96 then the hypothesis is accepted.

Table 02. Hypothesis Testing

Hipotesis	t-test	Remarks
H1	2.383	Accepted
H2	0.290	Rejected
H3	3.969	Accepted
H4	4.749	Accepted
H5	2.804	Accepted
H6	4.955	Accepted
H7	1.178	Rejected

IV. RESULT AND DISCUSSION

Kahfi et al (2017) explained five competency indicators that all individuals must possess. Two of them are task skills, namely skills to carry out routine tasks according to workplace standards. Then the skills to manage tasks (Task management skills), namely the skills to manage a series of different tasks that arise in work. The standards that have been set, namely the Logistics of the Central Java Regional Police, have placed individuals according to the areas of expertise of employees and rank rules that regulate their respective competencies

which can later affect work performance. Of course, competence must pay attention to all competency components, some of which consist of the expertise and knowledge possessed by employees, including the skills to plan budget activities for the next fiscal year, prepare procurement preparation documents to prepare procurement documents, manage risk. If the organization has highly competent human resources, the human resources/employees will also have high work performance. For example, employees are able to think creatively so that they can innovate for the sake of work effectiveness and efficiency, master applications that support the work of the work unit, pass competency tests and certification exams for the procurement of goods/services. The results of research on the Logistics Function of the Central Java Regional Police are in line with the research of Ceswirdani et al (2017), which explains that competence influences work performance. This result is also in line with the opinion of Nasution & Rahayu (2021) in their research which explains that competence has an influence on employee performance.

Often employee commitment is interpreted as a form of loyalty or involvement of an employee with the organization where he works. Commitment is very important for developing a company or organization because if an employee has a strong commitment to the organization where he works, he will be loyal and happy to be involved in whatever targets the organization has so that his work performance will increase because of this loyalty and involvement. Employee commitment is very necessary because commitment is one of the indicators of employee performance so that they can work optimally and excel. Regarding certification, employees who have a commitment are not necessarily consistent in their desire to achieve work performance by trying to pass the certification test. Employees who pass certification can be said to have good work performance but do not necessarily have a good commitment to be certified in their field. Sometimes employees feel bored with a series of committee activities attached to employees who are certified for the procurement of goods and services, thereby giving a poor evaluation of other employees who have not passed certification. Meanwhile the commitment of Polri members is not limited to certain areas of work/function but rather to obeying regulations, pride in working at Polri, being grateful and happy and maintaining the good name of Polri in society. On the basis of this description, employee commitment does not affect work performance. The higher or lower the employee's commitment, it will not affect the increase or decrease in work performance. The results of this study are not in line with research conducted by Ritongga (2019) and Jessica et al, (2019). that an employee who is committed to work usually has a strong desire to survive as a logistics member and carry out his duties better.

An opportunity where a person can improve his position is usually referred to as a promotion. According to Judas (2013), promotion is an improvement of a workforce or employee in a better field of work, compared to before in terms of greater responsibility, achievement, facilities, higher status, demands for higher skills and increase in salary and other benefits. Promotion is also interpreted as career advancement. In carrying out promotions, of course, it is necessary to pay attention to the principles of self-promotion, namely the principles of trust, fairness and the principle of formation. Promotions that are carried out selectively and are in accordance with employee achievements will affect employee performance. Because employees will continue to improve their performance so that their achievements increase and end up being promoted. So that promotion will affect the work performance of employees. On the other hand, promotions in the Logistics Function of the Central Java Regional Police have no effect on employee performance. The better or worse the promotion system in the Logistics Function of the Central Java Regional Police does not affect the work performance of its employees. This happens because all employees, both structural and functional without any violations and with good performance, will have the opportunity to promote employees, even those who are not yet certified have the opportunity to excel in their fields. Determination of promotions is influenced by binding rules, namely rank and or position. There are benefits attached to employees who have the position of officer and above, there are honorariums that are received by employees who serve as procurement committees where the position requires a goods and services procurement certificate. The results of this study are not in line with the research of Wati et al (2020) and Ibrahim (2018), who say that promotion has a significant effect on work performance. Where the results of his research are promotions have a positive influence on work performance.

In principle competence can motivate individuals to do better than what can be done. By applying professionalism (Magdalena, 2020). Work motivation can be based on individual competencies. When individuals/employees do not have skills and expertise in work, these employees will experience difficulties and be demotivated in carrying out their duties. With the competence possessed by employees, it will make employees comfortable, encouraged to really work for the family and achieve what is the passion that has been aspired to since childhood. In this study competence has a positive effect on work motivation. The more precise the employee's competence, the higher the employee's work motivation. This is in line with the research conducted by Siswanti (2018) which explains that competence moderates the influence of competence on work motivation.

Commitment is considered important in an organization because with commitment, employees will be loyal to the organization where they work. Employee commitment can also be interpreted as a condition where employees side with an organization so that they contribute to the vision and mission of the organization. This

employee commitment can arise due to personal factors such as a liking for their profession and can also be influenced by their leaders, such as support, guidance or solicitation of leaders in making decisions that can strengthen the commitment of employees. Leaders in Logistics for the Central Java Regional Police managed to have a good influence on their employees, as evidenced by the highest index of work motivation variables where employees revealed that appropriate compensation triggered the Logistics staff of the Central Java Regional Police to continue to increase enthusiasm. Other things that make employees motivated are themselves, family, the opportunity to serve the country, a pleasant environment and having supportive co-workers. As is the case in this study, the commitment of Logistics Function employees at the Central Java Regional Police has an effect on employee performance. The commitment of Central Java Regional Police Logistics employees is quite high, as evidenced by the highest index of employee commitment variable which lies in loyalty. The majority of employees are loyal and love the organization where they work. Logistics members already have a commitment to become members of the Police with full awareness and sincerity in carrying out Police duties. This has led to an increase in the work performance of Central Java Regional Police Logistics employees. This means that employee commitment has an effect on work motivation in line with research results (Ritongga, 2019) which support that employee commitment has an effect on motivation.

Promotion can be interpreted as a process of changing from one job to another, at a higher hierarchy of authority and responsibility compared to the authority and responsibility assigned to employees at the previous time. One of the things that is considered in a promotion is seniority because it is believed that the level of seniority affects the experience and skills of workers. In addition, the role of the leader can also affect the promotion of employee positions. Employees who get promotions will increase their welfare, get promoted, occupy strategic positions so that they have certain authority and power to take development education which of course can motivate employees to be more enthusiastic at work. The results of this study are in line with research conducted by Arifin & Rohman (2012) which explains that the leadership style in providing promotions to employees has a strong influence on motivation.

Basically, individuals work accompanied by motives/encouragements to achieve goals. Based on the theory of Locke (1967) who put forward the theory of goal setting explaining that high goals will require great effort and will result in optimal achievement compared to setting low goals. The better the individual motivation, the better the employee's performance and conversely the lower the motivation, the lower the employee's performance. In the logistics function, someone's motivation comes from within and from outside in the form of compensation and the physical environment will encourage individuals to work harder in achieving professionalism goals as evidenced by the certification of procurement of goods and services which includes various skills such as innovation in increasing efficiency in monitoring procurement to payment, able to prepare procurement documents, prepare contract documents so as to be able to manage risks. The results of this study are in line with the research of Prabowo, et al (2016) which revealed that employee motivation has a significant effect on employee performance

V. CONCLUSION

Competence has a positive effect on work performance. High employee competence supports increased achievement. Based on the theory, competence contains several components including education, work knowledge, work skills and expertise (Ermiami et al, 2018). Furthermore, work performance according to McClelland is determined on the basis of each individual's determination to meet their achievement needs. Furthermore, the results of this study are in accordance with the research of Aqsa & Fitriasyah (2017) and Wibowo (2012); Employee commitment has no effect on work performance. The higher or lower the commitment, it does not affect the level of work performance. Based on Ritonga's statement (2019), work performance is a combination of employee work abilities, clarity of achievement with compensation accompanied by high motivation in carrying out the assigned tasks. This high motivation exists in a commitment that shows a picture of a person's relationship with his organization. Furthermore, the results of this study are not in accordance with the research of Jessica et al (2019). Promotion has no effect on work performance. the better the promotion given by the organization, it will not affect employee performance. Ritonga (2019), work performance is shown by the clarity of work achievement which shows that the employee is able to achieve certain work standards within the organization so that it is said to be capable which is manifested in an increase in the promotion process. Promotions that do not affect work performance are not in line with the results of Wati's research (2020), which explains that promotion has a positive and significant effect on work performance. Competence has a positive effect on employee motivation. With the competence possessed by employees like this, enthusiasm will be aroused, enthusiasm and optimism will be displayed. As Competence can also be interpreted as a task of skills, attitudes, and appreciation that must be possessed by organizational human resources to be able to carry out work tasks according to what is charged by the organization (Sutrisno, 2012). By paying attention to the competence of subordinates, in carrying out their duties, employees will feel trusted, valued and subordinates will appreciate their leaders more so that they can

be motivated (Magdalena, 2020). The more precise the employee's competence, the higher the employee's work motivation. This research is consistent with the results of research conducted by Siswanti (2018). Employee commitment is proven to have a positive effect on work motivation. The better the employee's commitment, the higher the work motivation and the lower the employee's commitment, the lower the work motivation. Muallidin (2013) explains and inspires the people around them by committing to provide meaning and challenge to work. This is in line with research results (Ritonga, 2019); Promotion has a positive effect on motivation. The better the promotion encourages employee enthusiasm at work. Promotion is a form of recognition from the organization for potential and worthy employees. The organization maintains and even develops the potential of these employees by providing promotions so that they are increasingly driven to be better. The results of this study are in accordance with Arifin & Rohman (2012); motivation influences work performance positively and significantly. The better the individual motivation, the better the employee's performance and conversely the lower the motivation, the lower the employee's performance. This statement is in accordance with Prabowo et al (2016) which stated that motivation drives employee performance.

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