

The Effect of Position Promotion and Communication on Performance with Competence as a Variable Intervening on Revenue Agency Labuhan Batu

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ABSTRACT

Performance is a comparison between the work results achieved by employees with predetermined standards if the desires and goals of the organization can be realized. So that the performance of employees also increases, of course employees hope that their efforts will be rewarded with appropriate values from the organization, to get competitively superior performance is through increasing human ability to be able to recognize and adapt to an ever-changing environment. This study aims to determine whether promotion and communication affect employee performance through competence as an intervening variable at the Regional Revenue Agency of Labuhanbatu Regency. The study was conducted on 52 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. Data analysis techniques used quantitative data processed with the SPSS version 25 program, namely t test, coefficient of determination (R²), Sobel test and path analysis. The results obtained in this study show 1) there is a significant influence between promotion on competence 2) there is a significant effect between communication variables on competence 3) there is a significant effect between promotion on performance, 4) there is a significant effect between communication variables on performance, 5) there is a significant influence between competency variables on performance, 6)

competency variables can influence job promotion variables on performance, 7) competency variables cannot affect communication variables on performance.

Keywords: Promotion, Communication, Competence, Performance

INTRODUCTION

Human resources are one of the most valuable assets owned by an organization, because humans are the only resource that can drive other resources. Thus, the element of human resources is a key factor that must be maintained by an organization in line with the demands that are always faced by the organization to answer every challenge that exists. Therefore, efforts to maintain quality human resources are the main steps of the organization.

Employees are the drivers of organizational operations, so that if employee performance increases, organizational performance will also increase. Employees are directed to improve their performance so that they have attitudes and behaviors that reflect responsibility, loyalty and discipline. To achieve the best performance, the organization has an interest in evaluating the implementation of work tasks produced by employees in accordance with the series of systems that apply within the organization. So far, many government agencies do not have employees with adequate competence,

this is evidenced by the low productivity of employees and the difficulty of measuring employee performance.

Performance is a comparison between the work results achieved by employees with predetermined standards if the desires and goals of the organization can be realized. So that the performance of employees also increases, of course employees hope that their efforts will be rewarded with appropriate values from the organization, to get competitively superior performance is through increasing human ability to be able to recognize and adapt to an ever-changing environment. This means that the organization must be able to improve the work results achieved now to be able to obtain better work results in the future.

The main task of the Labuhanbatu Regency Regional Revenue Agency is to carry out regional government affairs based on the principle of autonomy and co-administration in the field of regional revenue. Employees at the Regional Revenue Agency of Labuhanbatu Regency each year obtain performance appraisal results for carrying out work assignments. Based on the indicators contained in the Employee Achievement Assessment List (DP3) it shows that not all employees are able to achieve satisfactory work results. The survey results of researchers through interviews with leaders show that employee performance indicators still do not meet expectations, especially in the aspects of work quality (work achievement), loyalty, and discipline. Based on these problems, efforts to improve employee performance need to be achieved in order to make a positive contribution to the performance of the Labuhanbatu Regency Regional Revenue Agency. In addition, competence is an important element in carrying out work tasks, with adequate competence it can encourage employees to achieve optimal performance.

This is as stated by Mangkunegara (2007:67) that a person's performance is influenced by competency factors (ability). Adequate competence for certain positions

can make it easier for employees to achieve the expected performance. Competence is an aspect of a person's ability which includes knowledge, skills, attitudes, values or personal characteristics that enable workers to achieve success in completing their work through achieving results or success in completing tasks.

According to Marshal (2013), competency is the most difficult thing to imitate, because its characteristics are indeed different and specific for each individual. In today's knowledge-based globalization era, competence is the main asset in the organization, as a source to build and gain competitive advantage in a sustainable manner. Because competence is needed to be able to solve employee problems such as not being fast enough to solve problems, not being innovative at work, not understanding company standards well, information from the field has not been responded to properly by employees, with the application of competence in the company, employee performance will improve good.

Competence of human resources (HR) can give certain characteristics to individual work performance which will eventually appear in the increase in work results. Adequate competence will spur enthusiasm and creativity in work so that it can show good performance and in the end can increase employee productivity and performance.

Competence can be seen as something that has great benefits, both for the interests of the organization and for the interests of its employees. For the organization the existence of competence will guarantee the optimal increase in the achievement of goals. As for employees, they will receive compensation so that it will increase morale in carrying out their work. Thus employees can carry out their duties with full awareness and can develop their energy and thoughts as much as possible for the realization of organizational goals.

In addition to competence, promotion is also one of the factors that support competency. If there is an opportunity for every

employee to be promoted based on the principles of fairness and objectivity, employees will be encouraged to work hard, enthusiastic, disciplined and achieve work so that organizational goals can optimally be achieved. The opportunity to be promoted will also encourage the withdrawal of applicants who submit their applications more and more so that the procurement of good employees for the organization will be easier.

According to Hasibuan (2019: 113) The purpose of promotion is to recognize, improve, and provide higher service rewards to highly professional employees. Disclosure can lead to satisfaction and personal pride because of social status. And revenue growth, stimulate employee enthusiasm, discipline and productivity to work, promote job stability, encourage employees to use the right basis at the right time, and make honest judgments.

To be promoted, employees must have good work performance values, high communication, adequate work experience, and high dedication and loyalty to the company. Conversely, if the opportunity to be promoted is relatively small or non-existent, then employee morale, morale and work performance will decrease. So big is the role of employee promotion, then the organization's leadership should establish a promotion program and inform it to employees.

One of the factors that often becomes an obstacle is the lack of effective communication, so work becomes slower and not smooth. Communication within the organization has an important role, because it has a positive impact on the morale and mental work of employees, so that in the end it can support employees in achieving satisfactory work performance.

According to Robbins (2011), communication is the delivery and understanding of meaning. According to Handoko (2013), communication is the process of transferring meaning in the form of ideas or information from one person to another. Organizational communication is

the sending and receiving of various organizational messages within formal and informal groups of an organization (Wiryanto, 2010). Formal communication is communication that is approved by the organization itself and is oriented towards the interests of the organization. The contents are in the form of ways of working within the organization, productivity, and the various jobs that must be carried out within the organization.

Luthans in (2009) explained that communication is one of the factors that influence employee performance. Communication can affect employee performance through good leadership where leaders communicate with employees, provide direction and technical assistance to employees.

Based on the phenomena that occur in the Regional Revenue Agency of Labuhanbatu Regency, the researcher is interested in conducting a study related to this phenomenon with the title "The Influence of Position Promotion and Communication on Performance with Competency as an Intervening Variable in the Regional Revenue Agency of Labuhanbatu Regency".

LITERATURE REVIEW

Performance is very important to ensure the achievement of the expected goals by organization. In organizations, performance is often used as a benchmark to assess whether or not organizational goals have been achieved. The better the performance of individual organizations, the faster the goals of the organization will be achieved.

The definition of performance is the result of a process that refers to and is measured over a certain period of time based on conditions, standards or agreements that have been previously set (Lubis, et al, 2018: 26).

Performance in an organization is the result of organizational goals. Performance results are very important to know to evaluate the performance of an organization whether it is in line with the goals of the organization. It

can be said that performance is the result of work achieved by individuals in carrying out the tasks assigned to them which have a strong relationship with the organization's strategic goals, customer satisfaction, and contributing to the economy (Mathis & Jackson, 2012: 376; Wibowo, 2016: 123). Performance is also the result of work in quality and quantity obtained by individual organizations in carrying out their duties in accordance with the responsibilities and authorities given to them (Bangun, 2012: 231; Mangkunegara, 2010: 67).

A person's performance with all aspects in it will have a direct impact on the organization. From the various definitions above, it can be concluded that performance is the result achieved by a person in an organization in carrying out tasks in accordance with the authority and responsibility given to him.

In an organization, the performance of individual organizations greatly influences the goals to be achieved by the organization. Therefore, it is expected that each individual organization can provide good performance for the organization. Performance is a multimedia construct that includes many influencing factors. These factors include ability factors, motivational factors, and operational support factors (Gibson, Ivancevich, & Donnelly, 2008:123; Mangkunegara, 2009:13; Mathis & Jackson, 2012:113). According to Kasmir (2016), there are thirteen factors that affect performance, namely: Ability and expertise, Knowledge, Work plan, Personality, Work motivation, Leadership, Leadership style, Organizational culture, Competence, Work environment, Loyalty, Commitment, Communication.

An employee's performance can be influenced by intrinsic factors such as knowledge, skills, abilities, self-confidence, motivation, commitment, and extrinsic factors, namely: leadership, work environment, teamwork, work system, duties and responsibilities, pressure and changes in the internal environment and external organization (Fauza, 2010; Yamin

& Maisah, 2010:129). Meanwhile, according to Simanjuntak (2011), a person's performance is influenced by many factors which can be grouped into three groups, namely the individual compensation of the person concerned, organizational support, management support.

From the various expert opinions above, it can be concluded that the factors that affect an employee's performance can come from internal and external organizations.

In order to survive in the face of increasingly fierce competition, human resources (HR) owned by the organization must have high performance. An organization can use various information collected through performance appraisal to measure, view, improve or even change predetermined performance standards. Performance appraisal is a process carried out by organizations to assess and evaluate how well individual organizations do the work assigned to them when compared to the standards applied (Bangun, 2012: 231; Mathis & Jackson, 2012: 382). This performance appraisal is useful as material for consideration for managers to make decisions based on the results of the performance of their subordinates.

According to Kasmir (2016: 208) several indicators regarding performance criteria can be used to measure performance, namely: "quality, quantity, timeliness, cost effectiveness, need for supervision, and relationships between individuals. This indicator will become a benchmark in measuring performance.

Competence is a person's ability to carry out his work carefully and correctly, or in other words understand and master the skills he should be working on (Lubis, et al, 2018: 53).

According to McClelland in Jimmy (2014: 499) defines competence as a fundamental characteristic possessed by someone who has a direct effect on, or can predict, excellent performance. Meanwhile, Palan (2007:6), says that competency consists of several different types of characteristics, which drive behavior. The foundation of

these characteristics is evident in the way a person behaves at work. Competence is about what people are like and what they can do, not what they might do. Competence is found in people who are classified as superior or effective performers.

Wibowo (2016: 271) argues that competence is an ability to carry out work or tasks that are based on skills and knowledge and are supported by the work attitude demanded by the job. Competence is the character of attitude and behavior, or the willingness and ability of individuals who are relatively stable when facing situations and workplaces that are formed from the synergy between character, self-concept, internal motivation, and conceptual knowledge capacity.

Competence is a combination of skills, knowledge, creativity and a positive attitude towards a particular job that is manifested in performance. Competence is the character of a worker who is able to produce good performance compared to other people. (Darsono and Siswandoko, 2011:123). According to Hutapea and Nuriana (2008:28) explains that competence is the ability and willingness to perform a task with effective and efficient performance to achieve company goals.

From some of the definitions above, it can be concluded that competence is a person's ability which includes knowledge, skills, and attitudes in completing a job or task according to the stipulated.

The way to measure employee competence is with indicators which are the company's benchmark in assessing the competence of its employees.

According to Heidjrachman (2012: 111), the opportunity to progress within the organization is called a promotion (increase in position level). 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. This has value because it is another proof of recognition of one's work achievements.

Someone who is promoted is generally considered to have good achievements, and there are also several other supporting considerations. There is another opinion which states that promotion is by providing opportunities for personal growth, being more responsible and increasing social status, therefore individuals who feel the provision of promotion are one of the satisfactions of their work.

According to Nitisemito (2016: 81) Promotion is a process of transferring employees from one position to another, higher position. Meanwhile, according to Heidjrachman (2012: 111): "Promotion is a transfer from one position to another that has higher status and responsibility. Promotion has a very significant value because it is proof of recognition of the results or work achievements of employees. Promotion has an important meaning for the company, because with the promotion means the stability of the company and employee morale will be guaranteed. At work, an employee definitely expects improvements in his career. One way for an employee to improve his career is through promotion levels in the company where the employee works. The promotion level can increase the enthusiasm and enthusiasm of employees at work, so that employees will work with full motivation to get promotions in their careers so that competence can increase.

According to Hasibuan (2009: 108) Promotion is a move that increases the authority and responsibility of employees to a higher position in an organization so that the obligations of rights, status, and income are greater.

Based on the opinion above, it can be concluded that the implementation of promotion can be based on work performance achieved, seniority, merit system, and spoil system or nepotism. But the right approach in carrying out promotions is to combine work performance and seniority.

According to Hamali (2016: 224) Communication is a process of conveying

ideas and information in the form of orders and work instructions from a leader to employees or subordinates to carry out work tasks as well as possible.

According to Handoko (2012: 272) communication is the process of transferring meaning in the form of ideas or information from one person to another. The purpose of the communication process is to achieve mutual understanding between the two parties. Before messages are sent to the communicant, the communicator gives the meanings in the message (decode) which are then captured by the communicant and given meaning according to the concept they have (encode).

Meanwhile, according to Mangkunegara (2017: 145) Communication can be interpreted as a process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret it according to the intended purpose.

Based on some of the definitions above, it can be concluded that communication in organizational life, achieving goals with all processes requires communication. Through communication, it can provide information about work that allows employees to act with a sense of responsibility to themselves which at the same time can develop employee morale.

Communication is one of the most important factors in work. At work, of course, employees will always communicate with each other, both with superiors, subordinates, and with colleagues so that there are no misunderstandings with the information obtained.

In an organization not only requires good communication so that organizational goals can be achieved, but good working relationships are also needed between superiors and subordinates. However, in organizations conflicts also often occur between individuals, between groups, and between individuals and groups. Conflicts that occur within an organization greatly affect the decline in employee performance,

so that it can cause organizational goals not to be achieved.

MATERIALS & METHODS

The research was conducted at the Regional Revenue Agency of Labuhanbatu Regency which is located at Jalan Gose Gautama No. 069 Rantauuprapat. While the time of the research was conducted from October 2022 to January 2023. The population in this study were all permanent employees (PNS) at the Labuhanbatu Regency Regional Revenue Agency, which were recorded in December 2022, totaling 52 people. Due to the small population size, the sampling technique in this study was a saturated sample, which means that the total sample used was the entire population. In this study, researchers used primary data and secondary data. The data collection techniques used were: Questionnaire, by making a list of questions in the form of a questionnaire addressed to employees and documentation studies, by collecting company/agency data related to research needs.

STATISTICAL ANALYSIS

Data analysis techniques used quantitative data processed with the SPSS version 25 program, namely t test, coefficient of determination (R²), Sobel test and path analysis.

RESULT

The Regional Revenue Agency for Labuhanbatu Regency was established in 2016, located in Rantauuprapat City, precisely at Jalan Gose Gautama No. 096 Rantauuprapat, Ujung Bandar Village, South Rantau District to date. The main task of the Regional Revenue Agency is to carry out regional government affairs based on the principle of autonomy and co-administration in the field of regional revenue.

The characteristics of the respondents at the Labuhanbatu Regency Regional Revenue Agency in 2022 based on gender are as follows:

Table 4.1 Characteristics of Respondents Based on Gender

No.	Gender	Total	Percentage
1.	Male	22	42.3
2.	Female	30	57.6
Total		52	100.0

Source: Primary Data Processed, 2022

From the table above, it can be seen that the majority of respondents were female with a total of 30 employees (57.6%). While the number of male respondents was 22 employees (42.3%)

The characteristics of the respondents in the Labuhanbatu Regency Regional Revenue Agency in 2022 based on their level of education are as follows:

Table 4.2 Characteristics of Respondents Based on Education Level

No.	Education Level	Total	Percentage
1.	SMA/SMK Sederajat	5	9.6
2.	Diploma (1/2/3)	19	36.5
3.	S1	20	38.4
4.	S2	8	15.3
Total		52	100.0

Source: Primary Data Processed, 2022

From the table above, it can be seen that the majority of respondents have an undergraduate degree, totaling 20 employees (38.4%). While the number of respondents with high school/vocational high school education was 5 employees (9.6%), the number of respondents with Diploma education (1/2/3) was 19 employees (36.5%) and the number of respondents with Masters education was only 8 employees (15.3 %).

The characteristics of the respondents at the Labuhanbatu Regency Regional Revenue Agency in 2022 based on years of service are as follows:

Table 4.3 Characteristics of Respondents Based on Years of Service

No.	Years of service	Total	Percentage
1	< 5 Tahun	12	23
2	5 – 10 Tahun	23	44.2
3	>10 Tahun	17	32.6
Total		52	100.0

Source: Primary Data Processed, 2022

From table 4.3, it can be seen that the majority of respondents have worked for 5-10 years, totaling 23 employees (44.2%). While the number of respondents who have worked < 5 years is 12 employees (23%)

and the number of respondents who have worked > 10 years is 17 employees (32.6%).

DISCUSSION

The Effect of Position Promotion on Competence

The Job Promotion Variable has a positive and significant effect on Competence in the Regional Revenue Agency of Labuhanbatu Regency. The Job Promotion variable has a regression coefficient value of 0.176 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the Job Promotion variable will increase the Competency value of the Labuhanbatu Regency Regional Revenue Agency employees by 0.176 per one unit score.

Based on the results of testing the first hypothesis, it is known that promotion has a significant influence on the competency of the Labuhanbatu Regency Regional Revenue Agency. This is supported by research conducted by Yannik Ariyati (2019), revealing that the implementation of promotion is intended to increase employee motivation so that they want to work with good work behavior in accordance with what is desired by the company in order to increase the company's work productivity and ensure the company's success in hit the target.

Effect of Communication on Competence

The Communication variable has a positive and significant effect on Competence in the Labuhanbatu Regency Regional Revenue Agency. The Communication variable has a regression coefficient value of 0.276 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the Communication variable will increase the Competency value of the Labuhanbatu Regency Regional Revenue Agency employees by 0.276 per one unit score.

Based on the results of testing the second hypothesis, it is known that communication has a significant influence on the competence of employees of the Labuhanbatu Regency Regional Revenue

Agency. This is supported by research conducted by Yenni Hartati, Sri Langgeng Ratnasari and Ervin Nora Susanti (2016), revealing that companies need to pay attention to several important aspects such as leadership, motivation, competence, communication, work environment, performance and other aspects. This will make human resource management an important indicator of achieving organizational goals effectively and efficiently to achieve company goals.

Effect of Promotion on Performance

The Job Promotion Variable has a positive and insignificant effect on Performance at the Regional Revenue Agency of Labuhanbatu Regency. The Job Promotion variable has a regression coefficient value of 0.404 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the Job Promotion variable will increase the performance value of the Labuhanbatu Regency Regional Revenue Agency employees by 0.404 per one unit score. Based on the results of testing the third hypothesis, it is known that promotion has a significant influence on the performance of employees of the Labuhanbatu Regency Regional Revenue Agency. The findings of this study are supported by research conducted by A Rahmawati, Andi Abdul Razak Ishak and Hasniati Zainal (2021), which states that Promotion has a positive and significant effect on employee performance.

Effect of Communication on Performance

Communication variable has a positive and insignificant effect on performance at the Labuhanbatu Regency Regional Revenue Agency. The Communication variable has a regression coefficient value of 0.102 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the Communication variable will add to the Performance value of the Regional Revenue Board of Labuhanbatu Regency by 0.102 per one unit score.

Based on the results of testing the fourth hypothesis, it is known that communication

has a significant influence on the performance of employees of the Labuhanbatu Regency Regional Revenue Agency. Communication is one of the factors that influence employee performance. Communication can affect employee performance through good supervision where supervisors communicate with employees, provide direction and technical assistance to employees. The results of this study are in accordance with the research conducted by Untung Sriwidodo (2018) which also states that communication has a positive and significant effect on performance.

The Effect of Competence on Performance

Competency variables have a positive and significant effect on employee performance at the Regional Revenue Agency of Labuhanbatu Regency. The Competency variable has a regression coefficient value of 0.006 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the Competency variable will increase the performance value of the Labuhanbatu Regency Regional Revenue Agency employees by 0.006 per one unit score.

Based on the results of testing the fifth hypothesis, it is known that competence has a significant influence on the performance of employees of the Labuhanbatu Regency Regional Revenue Agency. Adequate competence will spur enthusiasm and creativity in work so that it can show good performance and in the end can increase employee productivity and performance. This is in accordance with research conducted by Andri Veni (2022), which found that competence can improve employee performance.

The Effect of Position Promotion on Performance through Competence

Based on the results of the Sobel test calculation, it is known that the t value is 4,195, so that the t count value is $4,195 > t$ table 0,366. It can be concluded that the competency variable is able to mediate the relationship between the effect of promotion on performance. And based on path

analysis, it is known that the influence of Job Promotion (X1) on the performance (Y) of Labuhanbatu Regency Regional Revenue Agency employees is 71.6%, which consists of a direct effect of 80% and an indirect effect of Job Promotion (X1) on performance (Y) through Competency (Z) of 26.6%. The results of this calculation indicate that the direct effect of Promotion (X1) on performance (Y) is greater than the indirect effect. Thus, it can be said that promotion is effective in improving performance, in other words it can be emphasized that promotion (X1) has an effect if there is an increase in employee performance in carrying out tasks.

Based on the results of testing the sixth hypothesis, it is known that Promotion through Competence has an influence on the performance of employees of the Labuhanbatu Regency Regional Revenue Agency. The results of the study show that competence has a role in mediating the effect of promotion on performance.

The Effect of Communication on Performance through Competence

Based on the results of the Sobel test calculation, it is known that the t value is 3,820, so that the t count value is $3,820 > t$ table 3,309. It can be concluded that the competency variable is able to mediate the relationship between the influence of communication on performance. And based on path analysis, it is known that the influence of Communication (X2) on the Performance (Y) of Labuhanbatu Regency Regional Revenue Agency employees is 2%, which consists of a direct effect of 78.8% and an indirect effect of Communication (X2) on Performance (Y) through Competence (Z) of 65%. The results of this calculation indicate that the direct effect of Communication (X2) on Performance (Y) is smaller than the indirect effect. Thus it can be said that the effect of Communication (X2) will increase Performance (Y) more if it is done through Competence (Z). Based on the results of testing the seventh hypothesis, it is known that Communication through Competence

has no effect on the performance of employees of the Labuhanbatu Regency Regional Revenue Agency. The results of the study show that competence has no role in mediating the influence of communication on performance.

CONCLUSION

Promotion of Position has a positive and significant effect on Competence in the Regional Revenue Agency of Labuhanbatu Regency. This means that this condition proves that the provision of promotion can increase employee competence.

Communication has a positive and significant effect on competence in the Regional Revenue Agency of Labuhanbatu Regency. This means that this condition proves that the better employee communication can improve employee competence.

Position Promotion has a positive and significant effect on performance at the Labuhanbatu Regency Regional Revenue Agency. This means that this condition proves that the promotion of positions to employees can improve performance.

Communication has a positive and significant effect on performance at the Regional Revenue Board of Labuhanbatu Regency. This means that this condition proves that the better the communication can improve employee performance.

Competence has a positive and significant effect on performance at the Regional Revenue Agency of Labuhanbatu Regency. This means that this condition proves that the higher competence can improve performance.

The effect of promotion on the performance of employees of the Labuhanbatu Regency Regional Revenue Agency will be greater if it is carried out through competence. The direct effect of promotion on employee performance is smaller than the indirect effect of promotion on performance. It can be concluded that competence is able to mediate the effect of promotion on performance.

The effect of communication on the performance of employees of the Labuhanbatu Regency Regional Revenue Agency will be smaller if it is done through competence. The direct effect of communication on performance is greater than the indirect effect of communication on performance. It can be concluded that competence is not able to mediate the effect of communication on performance.

Declaration by Authors

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