

The Influence of Job Performance on Promotion

Beti Kurnia¹
Politeknik Praktisi Bandung

Dety Mulyanti²
Politeknik Praktisi Bandung

Muhammad Yusuf³
Politeknik Praktisi Bandung

Dini Sudayanti⁴
Politeknik Praktisi Bandung

Fitri Nurlaela⁵
Politeknik Praktisi Bandung

Submitted :03-11-2022, Accepted : 02-12-2022, Published : 04-01-2023

Abstract

This study took a survey approach, including quantitative research methods. This study's population and sample size were 26 employees. Questionnaires and interviews were used to collect data. In this work, data analysis approaches such as partial least squares (PLS) and hypothesis testing were applied. In this study, data is processed using software called Smart PLS 4.0. According to the study's findings, the first hypothesis test revealed a correlation value of 0.262 between job experience and promotion. The findings of the second hypothesis test demonstrate that the correlation between job performance factors and promotion is 0.005. According to the calculations, job experience has no significant effect on promotion, however work performance has a considerable effect on promotion.

Keywords: Job Experience, Job Achievement, and Department Promotion

Introduction

In the face of the current of globalization, Human Resources hold a very important role in the company's activities. Therefore, every company or agency needs to figure out how to develop its Human Resources so that it can improve and drive the company's progress and strive for how the company of the employees has a high productivity, which of course the management of the company needs to motivate its employees for the understanding of "Motivation is an impulse that arises in the person in carrying out a job" (Kambey and Manengkey, 2023) in addition, motivation is also interpreted as an urge that arouses the employee's personal aspiration that leads to achieving organizational achievements, and the urge gives birth to the desire or impulse of the work spirit. (Manoppo, Mayangsari and Suot, 2022). One that can be done by doing a promotion target.

An organization must be able to optimize the capabilities of the Resources it has so that

the achievement of the work objectives can be implemented well, but that is not as simple as seen needs a good understanding of the organization, there needs to be a mature SDM development strategy, so that SDM owned by an organization can develop well.

With the presence of a promotion goal, the employee will feel that his ability to work is appreciated, noticed, needed, and recognized by the boss so that they can produce high performance, although the concept of performance itself is the result of employee work overall or during a certain period, both in quality and quantity based on criteria that have been determined and agreed in advance to a goal (Moningkey, Bogar and Hermanto, 2020), in addition performance is also interpreted as Performance is about how to do the work and about the results achieved from the job. (Sumual, Hughes and Ginnett, 2019).

Suwarno (2019) Work experience is the level of knowledge, as well as a person's skills in his/her work, which can be measured by his/ her knowledge level and time of work. According to Wanceslaus Billi, dkk (2018), Working experience is the level of knowledge and skills mastery of a person in the job that can be measured from work time and from the level and level of know-how and skills possessed. The good work experience that employees have will increase their confidence in themselves. The better the work experience that the employee has and is absorbed, the better it is that the employer applies his knowledge in the work that is assigned to him in order to the company's goals. Thus, a good work experience will support the employee's success in getting a post promotion. An employee who has work experience means that the employee has the competence and skills in the field of activity. Work experience allows an employee to detect their grandchildren on time. The Social Service is one of the government agencies focused on maritime and fisheries. This agency is very much in need of the role of the grandchildren in carrying out their operational activities. The situation attracted researchers to conduct research to gain an insight into the performance and work experience that had a great impact on the promotion of positions in the agency.

Job performance is one of the factors that greatly influence the promotion of the office. With the good performance of the work produced by the employees, then the task carried out to the company's objectives can be accomplished, then it can make the employees get the promotion of the office.

Method

Research method is a scientific way of obtaining data for specific purposes and uses. (Sugiyono, 2018). The research method used in this study is the quantitative method. According to Sugiyono (2017), quantitative research method is research based on the philosophy of positivism, used to research on a particular population or sample, data collection using research instruments, data analysis is quantitatively or statistically, with the aim of testing the hypotheses established. The approach used in this study is the survey approach. Survey method is a quantitative research method used to obtain data that occurred in the past or present, about beliefs, opinions, characteristics, behavior of variable relationships and to test some hypotheses about sociological and psychological variables from samples taken from a particular population, data collection techniques with observations (interviews or questionnaires) that are not in-depth, and research results tend to be generated. (2018). The study was conducted at the Cabinet of Social Services. by Cianjur. The time spent in this study is less than 6 months.

Result and Discussion

Work Performance Variables

As for the results of the tabulation of respondent data in this study for the variable x, namely work performance, the data results are as follows:

Table 1 Questionnaire Scores for Job Performance Variables (X)

No. Per	SS		S		KS		TS		STS		AMOUNT	
	F	%	F	%	F	%	F	%	F	%	F	%
1	6	21.43%	20	71.43%	1	3.57%	1	3.57%	0	0.00%	26	100%

2	8	26.57%	18	64.29%	2	7.14%	0	0.00%	0	0.00%	26	100%
3	8	26.57%	18	64.29%	1	3.57%	1	3.57%	0	0.00%	26	100%
4	11	39.29%	16	57.14%	0	0.00%	1	3.57%	0	0.00%	26	100%
5	19	67.86%	7	25.00%	2	7.14%	0	0.00%	0	0.00%	26	100%

From the respondents' answers to the employee performance variable, this is very good can be seen from the majority of respondents giving answers that strongly agree and agree more than 50%. Thus it can be said that employees have high work performance. It can be seen from the quality of work and the quantity of work of employees who can be relied upon and the attitude of employees at work.

Job Promotion Variable (Y)

As for the results of the tabulation of respondent data in this study for the Y variable, namely promotion, the data results are as follows:

Table 2 Questionnaire Score for Promotion Variable (Y)

No. Per	SS		S		KS		TS		STS		AMOUNT	
	F	%	F	%	F	%	F	%	F	%	F	%
1	21	75.00%	5	17.86%	2	7.14%	0	0.00%	0	0.00%	26	100%
2	18	64.29%	9	32.14%	1	3.57%	0	0.00%	0	0.00%	26	100%
3	22	78.57%	5	17.86%	1	3.57%	0	0.00%	0	0.00%	26	100%
4	17	60.71%	7	25.00%	3	10.71%	1	3.57%	0	0.13%	26	100%
5	19	67.86%	8	26.57%	0	0.00%	1	3.57%	0	0.13%	26	100%

From the respondents' answers to the employee's performance variables it is already very good this can be seen from the majority of respondents giving the answers very agree and agree with more than 50%. It can be said that the staff has a high level of promotion. It can be seen from the quality of work and the quantity of work of employees that can be trusted and the attitude of employees in work.

Work experience does not affect the promotion of the department.

From the results of the test of the hypothesis on the variable X1 suggested that work experience did not significantly affect the promotion of the position, thus the assertion that good work experience influenced the promotion in the position in rejection. This indicates that increasing work experience has no impact on the promotion of the department. The results of my research stated that the impact of work experience on promotion of a position was only about 11.80%, so from the results obtained it suggests that the work experience of an employee has no significant influence on the promotion of the position. My research results are similar to those of Febriyani, Halimahtuksadiah, Fadila, and Panorama (2022) which show that there is no significant influence between work experience on the promotion of positions at Bank Syariah Indonesia, this study shows

That work experience only affects 13.9% of the job promotion, in addition there is also research from Adriyani (2020) showing that work experience does not affect the promotion of the position, this survey shows that the work experience affects only 4.5% of the career promotion.

However, this result differs from the study of Ruswandi and Mulyani (2020) which stated that work experience significantly affects post promotion, the results of this study showed that the impact of work experience on post promotion was 78%, besides there are also studies of Medhiantari and Yuniari (2016) that said that work experiences significantly affect post promotion. The advantage of these two assessments is, there is in the results they obtain, which results from these two studies show that there is a great influence of work experience on the promotion of the position, while the advantage of my research is that the work experience is not a measure of a person to be promoted, which means the opportunity to get a promotion of a position is not only seen from the seniority only, visit from various factors such as, work performance, discipline, etc.

Comparison of this study with previous studies can be seen from various points:

1. The site of the study and the number of samples used.
2. Questions indicator
3. The software application used, if the previous research using SPSS software is different from my research using Smart-PLS software.

Impact on Department Promotion

The results of the test of the X2 variable hypothesis showed that work performance significantly influenced the promotion of the position, thus the hypotheses stating that the good performance of the employee affected the promotion was accepted. This is a sign that the higher the performance of the job, the greater the opportunity in the promotion of the office. The results of my research showed that the impact of work experience on post promotion was only about 68.70%.

The result of this study is also the same as the previous study of Purwaningsih and Magdalena (2017) stated that work performance significantly affects the promotion of the position, the results of this research showed that the impact of work performance on job promotion was 53,6%. in addition there is also research study of Medhiantari and Yuniari stated the work performance has a significant impact on the promotion, the result of the study showed the impact work experience on the job promotion of 74%. and the study of Irianto Putri (2018) stated there is a significant influence between work performance and promotion of department. The advantage of these three studies is that they are in the object and location of their extensive research, and have many respondents. And the advantage of my research lies in the significant work performance impacted by the promotion of the department, which means the work performance of an employee is highly valued, and very influential on the assessment of the promotion.

Comparison of this study with previous studies can be seen from various points:

1. Location of research and number of samples used

2. Questions indicator
3. The software application used, if the previous research using SPSS software is different from my research using Smart-PLS software

Conclusion

Based on the above research, it can be concluded that work experience has not significantly influenced the promotion of posts in the Cabinet of Social Services. Cianjur, while the performance of work has significantly influenced the promotion of posts in the Cab Social Services Office. by Cianjur. This is a sign that the more in-demand work experience does not determine the greatest chance of getting a promotion, while the higher the job performance, the greater the chance to get a promotion.

References

- [//jurnal.dharmawangsa.ac.id/index.php/juwarta/article/download/268/262](http://jurnal.dharmawangsa.ac.id/index.php/juwarta/article/download/268/262)
=2ahUKEwiy8O3OzK73AhU34nMBHclsAp4QFnoECBcQAQ&usg=AOvVaw2Zee6
Ba7TA1aJrOVuQdGk
- Academia (Accelerating the World's Research), 1–8.
- Adiyanta, F. C. S. (2019). Hukum dan Studi Penelitian Empiris: Penggunaan Metode Survey sebagai Instrumen Penelitian Hukum Empiris. *Administrative Law and Governance Journal*, 2(4), 697–709. <https://doi.org/10.14710/alj.v2i4.697-709>
- Adnyani, N. L. P. R., & Dewi, A. A. S. K. (2019). Pengaruh Pengalaman Kerja, Prestasi Kerja Dan Pelatihan Terhadap Pengembangan Karier Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(7), 4073. <https://doi.org/10.24843/ejmunud.2019.v08.i07.p03>
- Al Farizi, F., & Ramdani, D. (2025). Analyzing the Impact of Shop Layout, Product Assortment, Product Design, and Service Quality on Repurchase Intention in a Retail Clothing Store in Tasikmalaya. *Journal Media Sosial dan Creative Industries*, 1(1), 14-26.

- Al Farizi, F., & Ramdani, D. (2025). Digital Marketing Strategy to Boost Sales Turnover of Robaks in Jatinangor MSMEs During the Digitalization Era. *Journal of Electronic Business*, 1(1), 12-22.
- Amalia, R. (2017). Buku Penempatan Dan Pengembangan Pegawai. 1–320.
- Anggrainy, I. F., Darsono, N., & Putra, T. R. I. (2018). Pengaruh Fasilitas Kerja, Disiplin Kerja dan Kompensasi Terhadap Motivasi Kerja Implikasinya pada Prestasi Kerja Pegawai Negeri Sipil Badan Kepegawaian Pendidikan dan Pelatihan Provinsi Aceh. *Jurnal Magister Manajemen*, 2(1), 1–10.
<http://202.4.186.66/JMM/article/view/10227/8072>
- Azuar Juliandi. (2018). Structural Equation Model Partial Least Square Menggunakan SmartPLS. 88.
- Bayu Sanjaya Putra, I. G. P., & Arie Indraswarawati, S. A. P. (2021). Pengaruh Komitmen Profesional, Pengalaman Kerja, Dan Sanksi Perpajakan Pada Pengambilan Keputusan Etis Konsultan Pajak Di Provinsi Bali. *Hita Akuntansi Dan Keuangan*, 2(4), 351–367.
<https://doi.org/10.32795/hak.v2i4.2024>
- Cahyani, A. S. (2018). Pengaruh Prestasi Kerja dan Pengalaman Kerja Terhadap Promosi Jabatan pada Karyawan Stasiun PT. Kereta Api Indonesia (Persero) DAOP 9 Jember. *DAN SOSIAL Pengaruh Self of Efficacy , Pengalaman Kerja*. 2, 345–354.
- Dianti, P. (2022). PENGARUH ETOS KERJA, PENGALAMAN KERJA, DAN BUDAYA ORGANISASI TERHADAP KINERJA GURU SMP MUHAMMADIYAH 3 WARU
- Efi, N. A. S., Sudaryo, Y., Astuty, T. T., & Sukandi, A. (2022). Pengaruh Implementasi Digital Marketing Terhadap Citra Perbankan Dengan Kepuasan Nasabah Sebagai Variable Intervening (Suatu Survey Pada PT. Bank Mandiri (Persero), Tbk). *Sosiohumaniora*, 24(1), 98-106.

- Fahmi, I. (2021). Pengaruh Disiplin Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Dan Motivasi Kerja Sebagai Variabel Intervening Pada Dinas Pariwisata Kota Sawahlunto. *Jurnal Ilmu Manajemen Terapan*, 3(1), 52–64.
<https://doi.org/10.31933/jimt.v3i1.678>
- Fazry, R. W., & Sukandi, A. (2025). Transformasi SDM dalam Administrasi Publik: Strategi Inovasi untuk Era Digital. *Yayasan Drestanta Pelita Indonesia*.
- Furadantin, N. R. (2018). Analisis Data Menggunakan Aplikasi SmartPLS v.3.2.7 2018.
- gunadi indra, kusumayadi firmansyah. (2020). Pengaruh Disiplin Kerja Terhadap Prestasi Kerja Pegawai Pada Dinas Kesehatan Kota Bima. *Business Management and Entrepreneurship ...*, 15(2), 195–203.
<https://jurnal.unigal.ac.id/index.php/bmej/article/view/3617>
- Halim, A. (2022). Pengaruh Promosi Jabatan dan Tunjangan Kinerja Terhadap Produktivitas Kerja Pejabat Pengawas Pada Sekretariat Daerah Kabupaten Mamuju The Effect of Position Promotion and Performance Allowances on the Work Productivity of Supervisory Officials at the Regi. *Jurnal Ilmiah Ilmu Manajemen*, 1(2), 26–40.
- Hasibuan, D. (2019). Pengaruh Promosi Jabatan, Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pada Pt. Perkebunan Nusantara Iii Labuhan Haji. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 5(2), 81–94.
<https://doi.org/10.36987/ecobi.v5i2.63>
- Hayati, R. S. (2021). Promosi Jabatan Terhadap Kinerja Pegawai Menggunakan Metode Simple Additive Weighting (Saw). *It (Informatic Technique) Journal*, 9(2), 142.
<https://doi.org/10.22303/it.9.2.2021.142-151>
- Hitalessy, V., Roni, H., & Iswandi, I. (2018). Pengaruh Tingkat Pendidikan, Pelatihan Dan Pengalaman Kerja Terhadap Kinerja Karyawan. *Image : Jurnal Riset Manajemen*, 7(1), 38–44. <https://doi.org/10.17509/image.v7i1.23137>

<https://doi.org/10.32535/ijabim.v8i1.1900>

<https://jurnal.dharmawangsa.ac.id/index.php/juwarta/article/view/268%0Ahttps://doi.org/10.32535/ijabim.v8i1.1900>

Indrawan, M. I. (2015). Pengaruh Prestasi Kerja Pegawai Terhadap Promosi Jabatan. Jurnal Ilmiah "INTEGRITAS," 1(3).

Jabatan, P., Kinerja, T., & Pada, K. (2020). sebesar 21.458 dengan tingkat signifikan 0,00. Karena F. 2(3).

Judhas, A. (2013). Mutasi dan Promosi Jabatan Pengaruhnya Terhadap Prestasi Kerja Pegawai pada Kanwil Ditjen Kekayaan Negara Suluttenggo dan Maluku Utara di Manado. Jurnal EMBA, 1(4), 1219–1226.

Juliandi, L., Fatkhurahman, F., Amdanata, D. D., Afrijal, A., & Hadiyati, H. (2023). Kepemimpinan Altruistik Dan Kebahagiaan Di Tempat Kerja : Peran Kepercayaan Kaligis, J.N., Rawung SEIKO : Journal of Management & Business Analisis Strategi Persaingan kualitas Pelayanan pada UKM Laundry (Studi Kasus pada Bless Laundry Manado) Analisis Strategi Persaingan kualitas Pelayanan pada UKM Laundry (Studi Kasus pada Bless Laundry Manado)

Kaligis, J.N., Tumbelaka, S. and Goni, D. (2023) 'Organizational Culture , Work Motivation , and Work Effectiveness (Case Study on Hotels in Tomohon and Tondano)', 8(1), pp. 89–100.

Kaligis, J.N., Tumbelaka. and Goni (2023) ijabim. ORGANIZATIONAL CULTURE, WORK MOTIVATION, AND WORK EFFECTIVENESS (CASE STUDY ON HOTELS IN TOMOHON AND TONDANO) Vol, 8 No.1

Kambey, J.P., and Manengkey, J.J. (2023) 'SEIKO : Journal of Management & Business Disiplin Kerja Dan Motivasi Serta Pengaruhnya Terhadap Kinerja Dosen Fakultas Ekonomi Dan Bisnis Unima', 6(1), pp. 378–389. Available at: <https://doi.org/10.37531/sejaman.v6i1.3869>.

- Kompetensi, D., Karyawan, K., Promosi, T., Pada, J., Febriyani, R., Halimahtusakdiah, S., Fadila, S. H., & Panorama, M. (2022). JURNAL EKONOMI , MANAJEMEN , BISNIS
- Kurniawan, S., Sani, A., & Ngando, A. M. (2022). Pengaruh Stres Kerja, Komunikasi Kerja dan Kepuasan Kerja terhadap Prestasi Kerja Karyawan pada PT. Prima Karya Manunggal Kabupaten Pangkep. *AMKOP Management Accounting Review (AMAR)*, 2(1), 20–27. <https://doi.org/10.37531/amar.v2i1.141>
- Laili, D. I. (2016). Manajemen Sumber Daya Manusia. Manajemen Sumber Daya Manusia, 1– 2.
- Lesar, S. D., Bogar, W., & Tumbelaka, S. (2021). PENGARUH GAYA KEPEMIMPINAN DEMOKRATIS DAN KOMUNIKASI TERHADAP PRESTASI KERJA KARYAWAN DI PT. PELINDO IV (PERSERO) TERMINAL PETIKEMAS BITUNG (TPB). *Jurnal Manajemen Dan Bisnis*, 6(5).
- Manoppo, V.P., Mayangsari, R.F. and Suot, H.L. (2022) ‘Pengaruh Perilaku Inovatif dan Motivasi Terhadap Produktivitas Kerja pada Pegawai BBPJS Kesehatan di Kantor Cabang Tondano (The Influence of Innovative Behavior and Motivation on Work Productivity for BPJS Kesehatan Employees at the Tondano Branch Office)’, 9(2), pp. 80–87.
- Marnis & Priyono. (2008). Manajemen Sumber Daya Manusia. In Manajemen Sumber Daya Manusia. <https://doi.org/10.1017/CBO9781107415324.004>
- Medhiantari, I. A. N., & Yuniari, M. (2016). Pengaruh Prestasi Kerja Dan Pengalaman Kerja Terhadap Promosi Jabatan Pada PT. Bank Rakyat Indonesia (Persero) Tbk. Cabang Gajah Mada Denpasar. *E-Jurnal Manajemen Unud*, 3(7), 2035–2049.

- Moningkey, R., Bogar, W. and Hermanto, B. (2020) ‘Gaya Kepemimpinan dan Hubungannya dengan Kinerja Pegawai di Kantor Dinas Kependudukan dan Catatan Sipil’, *Manajemen dan Kewirausahaan*, 1(1), pp. 1–10.
- Nugraha, M. B. I., & Surya, I. B. K. (2019). Pengaruh Kompensasi, Lingkungan Kerja dan Promosi Jabatan Terhadap Kepuasan Kerja Karyawan PT. Telkom Indonesia Wilayah Bali Selatan. *Manajemen Unud*, 5(9), 1689–1699. www.journal.uta45jakarta.ac.id
- Paais, M. (2019). Pengaruh Penilaian Prestasi Kerja Dan Pengalaman Kerja Terhadap Promosi Jabatan PT. Bank Tabungan Negara Ambon Maartje. *E-Jurnal Manajemen Universitas Udayana*, 3(7), 254744.
- Pada Pemimpin Sebagai Variabel Mediasi. *Jurnal Daya Saing*, 9(1), 1–8.
<https://doi.org/10.35446/dayasaing.v9i1.1225>
- Pada, P., Waty, C. V, & Medan, G. (2015). Jurnal ilmiah “INTEGRITAS” Vol.1 No. 3 Oktober 2015P. *Jurnal Ilmiah*, 1(3), 111–117.
- Purwaningsih, A., & Magdalena, B. (2017). Pengaruh Senioritas Dan Prestasi Kerja Terhadap Promosi Jabatan Pada Karyawan PT. Bank Panin Bandar Lampung. *Jurnal Bisnis Darmajaya*, 3(1), 781310.
- Puspita, P. R., Rupa, I. W., & Intan Saputra Rini, I. G. A. (2020). Pengaruh Pengalaman Kerja, Independensi dan Kompetensi Auditor Terhadap Kualitas Audit pada BPK RI Perwakilan Provinsi Bali. *Jurnal Riset Akuntansi Warmadewa*, 1(1), 29–33.
<https://doi.org/10.22225/jraw.1.1.1541.29-33>
- Putri, F. I. (2018). Pengaruh Prestasi Kerja , Disiplin , Komitmen , Dan Pengalaman Kerja Terhadap Promosi Jabatan (Studi Pada PTPN X Kebun Kertosari). *Jurnal Fakultas Ekonomi Universitas Muhammadiyah Jember*, 1–18.

- Ramadan, M. P., Pratama, R. A., & Ramdani, D. (2025). Exploration of the Influence of Social Anxiety on Communication Style in College Students: Grounded Theory Approach. *Journal Law, Psikologi, Humanities*, 1(1), 1-17.
- Ramdani, D., & Azzahra, G. A. (2024). Analysis of consumer preference to price strategies in the retail industry. *Journal of Student Collaboration Research*, 1(1), 53-62.
- Ramdani, D., & Maddinsyah, A. (2025). Determination of Factors in Decrease in Sales Amount in an Effort to make Business Processes Efficient at PT. Senotexindo Jaya Lestari Bandung Regency (Case Study of Masterpiece Sewing Thread Sales). *Journal of Student Collaboration Research*, 2(3), 223-231.
- Ramdani, D., & Pauzi, M. (2025). Quality of Public Services in the field of Population Administration in Jatinangor District Sumedang Regency. *DECISION: Jurnal Administrasi Publik*, 7(1), 26-31.
- Ramdani, D., & Pratama, R. A. (2025). The Effect of E-WOM and Digital Payment on Purchase Decisions in E-Commerce Applications: A Case Study in Sumedang Regency. *Journal Innovation Bisnis*, 1(1), 1-14.
- Ratnasari, S. L. (2019). Kinerja Karyawan: Kompensasi Dan Promosi Jabatan. *Journal of Applied Business Administration*, 3(2), 219–227.
<https://doi.org/10.30871/jaba.v3i2.1569>
- Rifai, D. F. (2021). Pengaruh Pendidikan , Pengalaman Kerja dan Prestasi Kerja Pegawai Terhadap Promosi Jabatan Pada Kantor Pelayanan Paja Pratama (KPPP) Makassar Barat. *Jurnal Ilmiah Bongaya (JIB)*, 5(2), 24–30.
- Rivaldo, Y., Yusman, E. and Supardi (2021) ‘Pengaruh Pelatihan Kerja, Promosi, Kompensasi Dan Motivasi Terhadap Prestasi Kerja Perawat Rsbp Batam’, *Jurnal AS-SAID*, 1(2), pp. 2774–4175.

- Rivaldo, Y., Yusman, E., & Supardi. (2021). Pengaruh Pelatihan Kerja, Promosi, Kompensasi Dan Motivasi Terhadap Prestasi Kerja Perawat Rsbp Batam. *Jurnal AS-SAID*, 1(2), 2774–4175.
- Romauli Situmeang, R. (2017). Pengaruh Pengawasan Dan Pengalaman Kerja Terhadap Kinerja Karyawan Pada Pt. Mitra Karya Anugrah. *Ajie*, 2(2), 148–160.
<https://doi.org/10.20885/ajie.vol2.iss2.art6>
- Ruswandi, W., & Mulyani, R. (2020). Kompetensi , Prestasi Kerja dan Pengalaman Kerja terhadap Promosi Jabatan Pegawai Bank yang ada di Sukabumi. *Jurnal Ekonomak*, 6(2), 61–73.
- RUSYDI. (2018). Buku Prestasi Kerja.pdf.
- Sabtohadhi, J., Wati, R., & Johansyah, J. (2019). Pengaruh Karakteristik Individu Dan Pengalaman Kerja Terhadap Kepuasan Kerja Pada Kantor Camat Sebulu. *Jurnal Ekonomi & Manajemen Indonesia*, 19(1), 79–88.
<https://doi.org/10.53640/jemi.v19i1.594>
- Sadaruddin. (2022). Skripsi Oleh : Sadaruddin.
- Sonang Sitohang Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya. Ilmu Dan Riset Manajemen, 11.
- Sri, L. (2018). Manajemen Sumber Daya Manusia. In Deepublish (p. 225).
<https://www.google.com/url?sa=t&source=web&rct=j&url=https://bpsdm.kemendagri.go.id/Assets/Uploads/laporan/08e2466add709bf7ba726c5999bc093e.pdf&ved>
- Sukandi, A. (2024). Analysis of opportunities and challenges for Subang city within the framework Rebana triangle economic region. *Journal of Law, Social Science and Humanities*, 2(1), 68-83.

- Sukandi, A., & Fazry, R. W. (2025). Factors influencing brand perception in the digital era. *Journal of Student Collaboration Research*, 2(2), 160-174.
- Sukandi, A., Efi, N. A. S., & Sudaryo, Y. (2019). Implementasi digital marketing untuk meningkatkan kepuasan nasabah dan berdampak pada citra lembaga perbankan. *Sosiohumaniora*, 21(3), 355-364.
- Sukma Juwati t. (2012). Pengaruh Penilaian Prestasi Kerja Karyawan Terhadap Promosi Jabatan Pada PT Semen Tonasa Kabupaten Pangkep. Skripsi, 3(004), 126–141.
- Sumual, T.E.M., Hughes, R.L. and Ginnett, R.C. (2019) ‘Pengaruh Kompetensi Kepemimpinan, Budaya Organisasi Terhadap Kinerja Pegawai di Universitas Negeri Manado’, *Mimbar*, 31(1), pp. 71–80.
- Suwarno. (2019). Pengaruh Pengalaman Kerja dan Pengembangan Karir Terhadap Kinerja Karyawan Pada PT Sinar Niaga Sejahtera. *Jurnal Ilmiah Ekonomi Bisnis*, 24(1), 58–76. <https://ejournal.gunadarma.ac.id/index.php/ekbis/article/view/1855>
- Syarief, F. (2022). Manajemen Sumber Daya Manusia.
- Usman, B. (2017). Pengaruh penilaian prestasi kerja terhadap promosi jabatan Karyawan. *Warta Dharmawangsa*.
- Wati, D., Kusuma, M., & Arianto, T. (2020). Pengaruh Pengalaman Kerja, Promosi Jabatan Dan Mutasi Terhadap Prestasi Kerja Karyawan. (JEMS) *Jurnal Entrepreneur Dan Manajemen Sains*, 1(1), 32–45. <https://doi.org/10.36085/jems.v1i1.618>