

Factors Influencing Position Promotion of Civil Servants in North Buton District Government

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Abstract: The purpose of this study is to analyze factors that directly affecting civil servants promotion in North Buton District Government, as well as analyze the dominant factors that influence. The data in this study was obtained by distributing questionnaires to 87 civil servants through with slovin a proportional stratified random sampling technique. Data analysis includes Confirmatory Factor Analysis (CFA) and analysis of Structural Equation Modeling (SEM) approach WarpPLS. Latent variables in this study are seniority factor, job performance factor, educational and training factor, nepotism factor, loyalty factor and the promotion of civil servants. The results showed that seniority factor, nepotism factor and loyalty factor directly affect the promotion of civil servants. While job performance factor, educational level and training factor, do not influence directly affect the promotion of civil servants. Nepotism factors are the dominant factor affecting the promotion of civil servants.

Keywords: Civil Servants Promotion, Seniority, Job Performance, nepotism, CFA, WarpPLS.

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I. Introduction

Promotion provides an important role for any Civil Servant, even a dream that is always in waiting for. With the promotion means there is trust and recognition of the abilities and skills for the employee to occupy a higher position. Thus the sale will give the social status, authority, responsibility, and greater income for employees. According to [1] Cascio, WF (1998) says that: An employee who gets a promotion usually given the responsibility and authority greater as a consequence of an increase in salary, incentives and other privileges and psychologically it will help meet the needs of the employee, the recognition and the opportunity to develop in a organization. According to [2] Flippo, (1984: 12) promotional activity means the transfer of personnel from one office to another position that has a status and a higher responsibility. In general, this promotion was followed by an increase in compensation (wages and others), though not always the case.

More [3] Nitesemito (1986: 135) says that the work requirements such as level of education and experience, has a relationship with the office. By fulfilling the requirements of this position, the employee can be promoted to a higher position. Giving promotion to civil servants will be able to improve the performance of employees, which in turn will be able to promote the organization of government. Promotions should pay attention to seniority, education and training and job performance that possibility has not been fully carried out. Besides, there are many other factors that also determine in a promotion for civil servants such as Loyalty and nepotism.

Some studies related to this study has been carried out by [4] Firmansyah (2005), the results of the analysis showed factors Education and Training dominant influence very significantly to the promotion. [5] Androniceanu Armenia (2012), examines the effect of the promotion positions Romanian civil servants in the Central Public Administration. The results show that favoritism and dominant familial, very significant and able to provide support for career development / promotion of civil servants. [6] Hsin-Hsi-Lai (2012), conducted a research on a system of promotion on the performance of the organization in five companies in Taiwan. Reveal that the dominant factor of knowledge and competence is very significant. [7] Herlynd Heydi Tampubolon, et al (2014), a study of the training and performance of the promotion. The results showed that training and low impact work performance in the promotion of employees. [8] Renny Tampani (2016), examines the effects of seniority and job performance to promotion. The results showed that seniority does not affect the promotion. While the performance significant positive effect on promotion.

Since December 2016 until January 2019, the government of North Buton has made transfer and promotion of five (5) times to the civil servants. This is done to improve the performance of civil servants in view of the number of complaints on poor service government officers. Therefore, This study aims to analyze the factors that influence the promotion of the Civil Service Position on North Buton District Government

consisting of seniority, job performance, education and training, nepotism and Loyalty, as well as analyze the dominant factors that influence.

II. Literatur Review

2.2. Human Resource Development

According to [9] Bowley and Jackson (2012) Human Resources Development is a process undertaken to develop the knowledge, skills and abilities of workers, and competencies through training and development, organizational learning, leadership management, and knowledge management for the benefit of enhanced performance. According to [10] Mondy & Martocchio, (2015) Human resources development is a planned and sustained effort undertaken by the organization in improving employee competence and performance of organizations through training programs, education, and development. According to [11] Hasibuan, (2011) Development must aim to improve technical capabilities, theoretical, conceptual, moral and human resources in order to better work performance and achieve optimal results. [12] Amanda, (2014) Human Resource Development aims to improve the quality of professionalism and skills of civil servants in carrying out its duties and functions optimally so that in carrying out its tasks can be more efficient and productive. Human Resources Development is spending aimed at improving productive capacity of human beings.

2.2. Promotion Position

Promotion is awaited by every employee, because it is usually followed by increased wages and career path of a person. According to [13] Moenir, (1983: 73) sale means change the position of an employee in a series of staffing, rank or a higher office from its original state, both in terms of responsibility, terms of employment or income. According to [14] Moekijat, (1989: 101) says that promotion is the advancement of an employee at a task that is better, both in light of the responsibility heavier, perform better and especially the additional wages or salary. Meanwhile, according to [15] Hasibuan (2002: 108) that: "Promotion means the displacement enlarging positions of authority and responsibility to a higher position in an organization that is followed by the obligations, rights, status, and higher income."

According to [16] Mathis and Jacson (2006: 11). "Promotion is the transfer of a person to the level of employment and higher compensation included in the selection process". Meanwhile, according to Sikula cited by [17] Hasibuan (1997: 121): "Promotion is a shift in an organization from one position to another involving both an increase in wages and status". [18] Hasibuan (2003: 108) explains that the indicator of promotion consists of: 1). Belief: Promotions should beraskan on beliefs or beliefs about honesty, ability and skills of employees concerned in carrying out his duties well on the job. 2). Justice: Promotion should based on to justice, on the assessment of honesty, capability and skills of all employees. Assessment should be honest and objective do not choose love or like and dislike. 3). Formation: Promotion should based on to formation, because the promotion of employees is only possible if there is a vacant position formations, so no job description / job to be carried out employees. According to [19] Siagian (2009: 169) promotion is the transfer of an employee or employees, from one office or position or place to a higher place and was followed by duty, responsibility, and authority higher than the position occupied previously. According to [20] Sedarmayanti, (2017: 135) promotion is the process of changing from job to job in the hierarchy of authority and responsibility higher than the authority and responsibility that has been imposed on themselves employee at an earlier time.

2.3. Terms Of The Promotion Position

According to [21] Karl E. and Ray. C Fair, (2007: 74) success one's career is influenced by formal education, work experience, attitude of his superiors, his achievement, existence of a vacancy, labor productivity and so on. According to [22] Hasibuan, (2003: 111) The terms of sale generally include Honesty, Discipline, Work Performance, Cooperation, Skill, Loyalty, Leadership, Communicative, Education. While [3] Nitisemito, (1986: 135-136) says that an employee who occupies a position is the right person, it must meet the following requirements: experience, level of education, Loyalty, Honesty, Responsibility, Skill Mingling, Job Performance , initiative and Creative. While [20] Sedarmayanti, (2017: 136) common criteria in order to promote employee is seniority, qualifications Education, Job Performance, intention and creativity, Level Loyalty, Honesty, Dexterity. Furthermore, according to [23] Moekijat, (1991: 45) the terms of the promotion are There are vacancies Occupation, Occupy the highest position in the sequence listing positions, fulfilling the minimum working period, competent and practical and passing the position exam if required.

According to [24] Indonesian Government Regulation No. 100 of 2000, namely Article 5 unchanged on the Indonesian Government Regulation No. 13 of 2002 appointments structural requirements to be lifted in the structural position of the Civil Service must meet the following requirements: 1). Servant status; 2). Serendah- lower the rank of 1 (one) level below the rank of a specified level; 3). Qualifications and education level to be determined; 4). All the elements of performance appraisal is well worth at least 2 (two) years; 5). Have the necessary competency and 6). Physically and mentally healthy. In [24] Government Regulation No.

100 of 2000 Article 6 that the officials of Trustees Personnel Center and the Regional Personnel Officer Trustees need to consider several other factors to be taken into consideration in the appointment of a structural position in the civil service, among others: 1). Seniority in rank; 2). Age; 3). Education and training positions and 4). Experience.

2.4. Factors Affecting The Promotion Position

According to Glenn O. Stahl in [25] Moekijat, (1983: 80) says the factors of the implementation of the promotion positions are education and experience, length of employment, the work, the results of the written exam and the things that can not be perceived as Leadership, Personality and Cooperation. According to [26] Widjaja, (1990: 55) in the practice of sale positions often not the only factor Objective (Job Performance, skills, etc.) that could be used but factors subyektiflah dominant (Assessment of leadership whether an employee can be trusted or not, loyal or not, and other factors similar to it).

2.4.1. Seniority Factor

According to [27] Moenir, (1987: 177) seniority is a period of the employment continuously in an organization in which he worked. Meanwhile, according to [25] Moekijat, (1983: 80) said that seniority means length of employment, years of service, (length of service). According to Glenn Stahl in [28] levels, (1994: 43) is the advancement of one's career gained employment in a field during the time he worked. Factors Seniority can be used as an excuse for promotion to the following considerations: 1) The longer service life of someone employee he will be more experienced so that its performance is also increased, 2) Seniority shows Loyalty and employee Loyalty to the organization, and 3) Younger and more Objective, because this seniority measurement can indicate that a person has the experience.

As for the civil service rules to be promoted based on job performance contained in the explanation [29] Article 20 of Law No. 8 of 1974 as amended by Law No. 43 in 1999, namely to ensure Objectivity in order of appointment in office, it needs to be made List Sort Ranks (LSR). Size used to create this LSR is aging in rank, the oldness of the Occupation, Education and exercise positions, Tenure and Age.

2.4.2. Job Performance Factor

According to [30] Musanef, (a, 1996: 59) performance is a personnel system in which the appointment of a person to occupy a position based on the skills and accomplishments achieved by the employee concerned. Therefore, system performance is objective. According to [31] Dharma, (1985: 1) workmanship is something to do or the products and services produced or provided a person or group of people. Meanwhile, according to [32] Saksono, (1995: 88) performance is the duty of an employee, besides achieving an employee is also required to be faithful, responsible, obedient, honest, cooperation and have initiative. According to [33] Suprihanto, (2001: 7) Job Performance is the work of an employee during a certain period compared with a range of possibilities, such as standards, targets / objectives, or criteria that have been determined in advance and have been agreed. According to [34] Megginson, (1983: 300) work performance of a civil servant can be observed: 1) Quality and Thoroughness of work, 2) Volume of Work, 3) Knowledge of Job, methods and procedures, 4) Initiative and resourcefulness, 5) Cooperation, attitude and team work, 6) Adaptability and Ability to learn quickly, 7) Ability to Express self clearly in speaking and writing, 8) Planning, Organizing, and making work assignments, 9) Selection and Development of subordinates, 10) Marale and legality of subordinates.

According to [29] Law of the Republic of Indonesia No. 8 of 1974 as amended by Law No. 43 of 1999 article 20, which reads "To ensure objectivity in considering the appointment and promotion in positions held performance appraisal," made in the form of targets Employee Work (TEW). The elements in this TEW advance of others: service orientation, Integrity, Discipline, teamwork, leadership and commitment.

2.4.3. Education and Training Factor

Education and training is an important terms for someone can be promoted. Education and training undertaken to expand the knowledge and expertise of employees in order to perform the task well and smoothly. Through education and training of employees is expected to improve and upgrade the knowledge and skills that will have an impact on the implementation of the work.

According to [35] Siagian, (1991: 178-180) education and training are as follows: "Education is the whole process techniques and methods of teaching and learning in order to divert some knowledge from one person to another according to predetermined standards. While exercise is a learning process that uses a specific method intended to improve the skills and employability of a person or group of people. Usually the target is a person or group of people who are already working on an efficient organization, effectiveness and productivity need to be increased as directed and pragmating ". Meanwhile, according to [26] Widjaja, (1990: 75) education and training is the process of giving assistance to employees in order to have effectiveness in the job now and in the future, by developing in him the habit of thinking and acting, skills and knowledge, attitude and

understanding of the right to carry out their work. Furthermore, according to [36] Musanef, (a, 1996: 82) education of civil servants is education conducted for civil servants to improve the personality, knowledge and ability to match the demands of job requirements and work as civil servants, while the practice of civil servants is part of an education conducted for civil servants to improve their knowledge and skills, according to the requirements of the job requirements as a civil servant where the person concerned is placed.

2.4.4. Nepotism Factor

According to [28] Kadar, (1994: 42) nepotism is the system of appointment and deployment of staff to assume certain positions based on their personal relationship and not political in nature between the lifted with the lift. In the implementation of the promotion have been set requirements explicitly and clearly. Cadres to be prepared by the Organization, but the employee must be active to quickly complete the requirements defined, so that later they are ready to be promoted. But the reality is often found that besides the requirements have been met there are other factors that come into play, ie nepotism or proximity to officials. If it turns out well-prepared candidate does have a good performance and have met the requirements and have been tested enough ability with others, This can be justified and is merely a coincidence. However this is rarely found, are often found is if there is a promotion to hold an important position, the candidate who has a family relationship or closeness with tersebutlah officials who first promoted.

[3] Nitesemito (1986: 137), says that when favoritism in carrying out promotion and it is perceived by employees, it can lead to envy and jealousy among employees, and ultimately will lead to unfair competition. [28] Kadar (1994: 36), Spoil system is a system of appointment and deployment of staff based relationship political. Pada ranks of the bureaucracy in Indonesia, especially the local authorities, it is often found reality around us although difficult to prove. For example, in the election of the regent / mayor are successful team that works to raise legislators and the public to Supports candidate. Once the candidate wins, the team members are often given to successful positions that are strategic.

Based on this statement, then if the sale is still being done there have been kesalahan sale, the principle of "the right man in the right place" is not made, which could result in deterioration of an organization. Effectiveness and efficiency is difficult because the promoted officials who do not understand the job.

2.4.5. Loyalty Factor

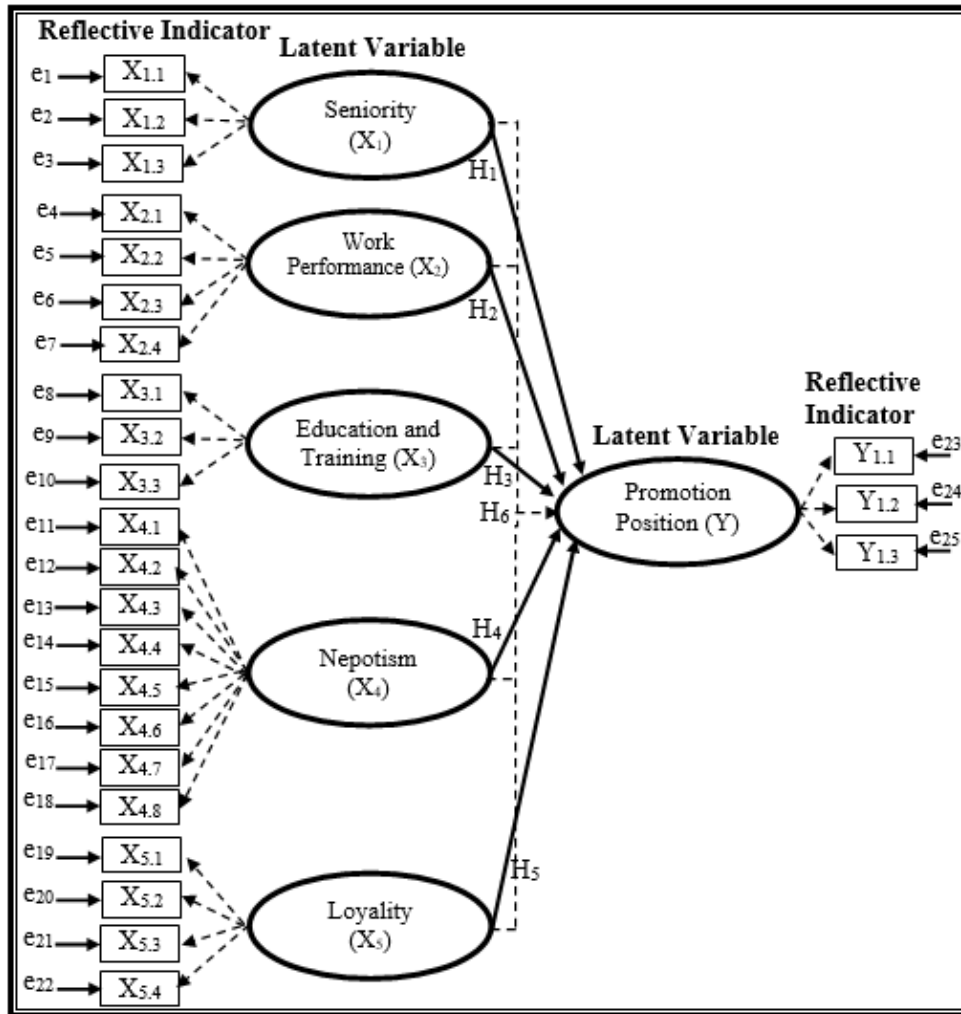
According to [36] Musanef, (b. 1996: 78-80) Loyalty is a common criterion for civil servants who are appointed and occupying a position must meet the requirements in accordance with the provisions and policies outlined. Furthermore, [22] Hasibuan (2003: 111), [3] Nitesemito (1986: 135-136), [20] Sedarmayanti, (2017: 136), [19] Siagaian (2009) said that in order for an employee occupying a position is the right person, it must meet the general requirements in the promotion of which is the level of Loyalty.

Loyalty often plays a role in putting an employee, especially in strategic positions. Because, even if someone is proficient and have high skills, but do not have any Loyalty to the leadership, then this will lead to chaos in the organization. Promotions impact and moral burden for the promoted officers. Since the field of duties, responsibilities, and authority of the work demanded more from his former position. Promotion need high loyalty to the leadership of the officials who were given positions. Because it is important for the continuity and smooth running of the organization. It could happen even if the terms of office have been met someone but because it is not loyalily to the leadership he will not be promoted.

III. Conceptual Framework, Hypotheses And Methods

3.1. Conceptual Framework Research

Conceptual Framework in this study are as follows:



Source: Image processing, 2019

Figure 3.1. Conceptual Framework Model Confirmatory Factor Analysis

3.2. Research Hypothesis

According to [37] Sugiyono (2010), the research hypothesis is a temporary answer to the formulation of research problems. Is said to be temporary because new answers given are based on empirical facts obtained through data collection.

Based on the conceptual framework in Figure 3.1 above, the results of previous studies on the influence of variables and theoretical studies linking the latent variables X₁, X₂, X₃, X₄ and X₅ against latent variable Y (Promotion Position), the authors establish the following hypothesis:

- H₁** : There is an influence of seniority to the promotion of civil servants positions in North Buton District Government.
- H₂** : There is the influence of performance against the promotion of civil servants in North Buton District Government.
- H₃** : There is the influence of education and training to the promotion of civil servants in North Buton District Government.
- H₄** : There is the influence of nepotism against the promotion of civil servants in North Buton District Government.
- H₅** : There is the influence of Loyalty to the promotion of civil servants positions in North Buton District Government
- H₆** : There is nepotism dominant influence on the promotion of civil servants in North Buton District Government.

3.3. Data Analysis Method

Based on the depth of the problem, this kind of research is explanatory research is a study that aims to get an explanation of the relationship (causality) between variables, through hypothesis testing. This research was conducted at the Office of Personnel and Development of Human Resources (PAD HR) North Buton is located at Jl. Sara'ea, Buranga, district. Kulisusu, Ereke. When the study to obtain data and information held for ± 2 (two) months from the date of March 11, 2019 until completed.

The data in this study were obtained through distributing questionnaires to 87 civil servants, using the formula slovin method sampling techniques Stratified random. Data analysis model used include confirmatory factor analysis and analysis of Structural Equation Modeling (SEM) with WarpPLS approach. Latent variables in this study is the factor of seniority, job performance factors, factors of education and training, nepotism, Loyalty factors and the promotion of civil servants. The data processing program assisted by Ms. Excel 2013, SPSS 20 and WarpPLS 6.0.

3.3.1. Data Analysis Model

According to [38] Mursinto (1990: 12) states his opinion with regard to the analysis model is as follows: "The preparation of the analysis model aims to simplify the problems of the real world, so that quantitative evidence to support a connection economic phenomena can be obtained and observed, with restrictions These time constraints and costs can be reduced".

Table 3.1. Structural Model Analysis Method

No.	Outer Model	Inner Model	Analysis method	Software (Discount Program)
1.	Reflective	Causality one Direction (Recursive)	SEM	AMOS and LISREL
			PLS	SmartPLS
			GSCA	GeSCA (Online)
			WarpPLS	WarpPLS
2.	Reflective	Not Recursive	SEM	AMOS and LISREL
			GSCA	GeSCA (Online)
			WarpPLS	WarpPLS
3.	Formative and Reflective	Causality one direction (Recursive)	PLS	SmartPLS
			GSCA	GeSCA (Online)
			WarpPLS	WarpPLS
4.	Formative and Reflective	Not Recursive	GSCA	GeSCA (Online)
			WarpPLS	WarpPLS

Source: [43] Solimun, et al (2017: 102)

Analysis model used in this research is the analysis of Structural Equation Modeling (SEM) approach WarpPLS and factor analysis types confirmatory (Confirmatory Factor Analysis = CFA) were used to test the model that has been assumed to be described, explained to model the empirical data using the parameters less than the variable observed (Joreskog and Sorbom, 1993; Steward, in [39] Anonim, 2001). Particular theory or hypothesis is constructed based on existing theories or results of previous studies. Analysis of this model is a quantitative analysis that will be used to prove the hypothesis. This analysis model was chosen to determine the importance of the factors that influence job promotion in North Buton District Government both simultaneously and partially.

A researcher designing a measuring instrument on social support. The measurement tool contains a set of item derived from the five dimensions of social support. Researchers sought to determine whether measurement tool made really explain five dimensions. He then made a confirmatory factor analysis. The results of the factor analysis showed that the distribution of the five factors ultimately proved.

Mathematically, factor analysis is somewhat similar to regression analysis, namely in the form of a linear function. Total variance is contributed from a variable with all other variables are classed as communality. Covariance between variables are limited to a small number of components plus a unique factor for each variable. These factors are not explicitly observed. If the variables are standardized, factor analysis model can be written as follows:

$$X_i = B_{i1}F_1 + B_{i2}F_2 + B_{i3}F_3 + \dots + B_{ij}F_j + \dots + B_{im}F_m + V_i\mu_i \quad \dots\dots\dots(1)$$

Information:

X_i = standardized of i variables

B_{ij} = standardized regression coefficients for the variables i component j factor

F_j =Factor Components to j

V_i = standardized regression coefficient for variable i at factor components of i

μ_i = unique factor to the variable of i

m = number of components factor

Component factor is expressed as a linear combination of observed variables, namely:

$$F_i = W_{i1}X_1 + W_{i2}X_2 + W_{i3}X_3 + \dots + W_{ik}X_k \quad \dots\dots\dots(2)$$

Information:

F_i = estimated factor of i

W_i = weighting factor or coefficient value of i

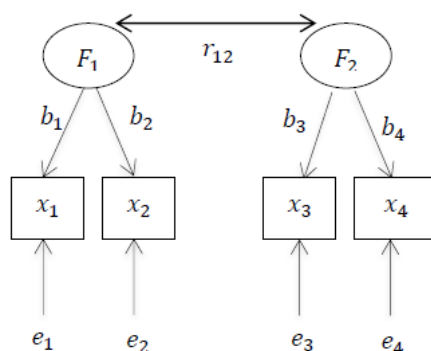
k = Number of variables

3.3.2. Confirmatory Factor Analysis Techniques

From the results of data collection is a description of the variables of the study and proof of the hypothesis using statistical test of factor analysis model types confirmatory (Confirmatory Factor Analysis = CFA). Confirmatory factor analysis is an analysis aimed at finding a number of variables that make up the indicator variables not measured directly based on a theoretical basis. So, this Confirmatory Factor Analysis aimed to test the theory. Aided data processing with IBM program Statistical Package for Social Science (SPSS) 20 for Windows and WarpPLS 6.0.

Confirmatory factor analysis is a technical analysis of the factors that a priori known or determined in advance any variables associated with any factors [40] Gudono (2011). According to [41] Purwanto (2012), confirmatory factor analysis hypothesized to have found a number of variable factors and analyzes were conducted to assert the independence of the factors and examine the contribution of grain to the factors. Meanwhile, according to [42] Hair, Anderson, Tatham, Black (2010) confirmatory factor analysis factor analysis that aims to summarize or reduce the overall observation variables into new variables or factors, but new variables or factors formed can still represent the main variables used to determine the factors that have been formed first.

The confirmatory factor analysis model is illustrated in the figure below:



Source: Image processing, 2019

Figure 3.2. Confirmatory Factor Analysis Model with Two-Factor

Of the scheme 3.2. it can be seen that the model involves two factors with two indicators of each factor. Of this model are shown also that both factors are correlated. r_{12} is the path coefficient linking F_1 and F_2 , The relationship between the indicator variable factors can be expressed by the following equation:

$$X_1 = b_1 \cdot F_1 + e_1; \quad \dots\dots\dots(3)$$

$$X_2 = b_2 \cdot F_1 + e_2;$$

$$X_3 = b_3 \cdot F_2 + e_3;$$

$$X_4 = b_4 \cdot F_2 + e_4;$$

Information:

F_i = Factors or constructs that can not be observed directly.

$i = 1, 2.$

X_i = measured variable, $i = 1, 2, 3, 4.$

b_i = the value keofisien or factor loading, $i = 1, 2, 3, 4.$

e_i = error term, $i = 1, 2, 3, 4.$

The main objective in the confirmatory factor analysis is to determine the value of the coefficient or *factor loading* which can generate the covariance matrix Σ which is as close as possible to the sample covariance matrix S , Confirmatory factor analysis also aims to testing validity and reliability of the instrument. Testing the validity and reliability of this instrument needs to be done to get the data that is valid and reliable.

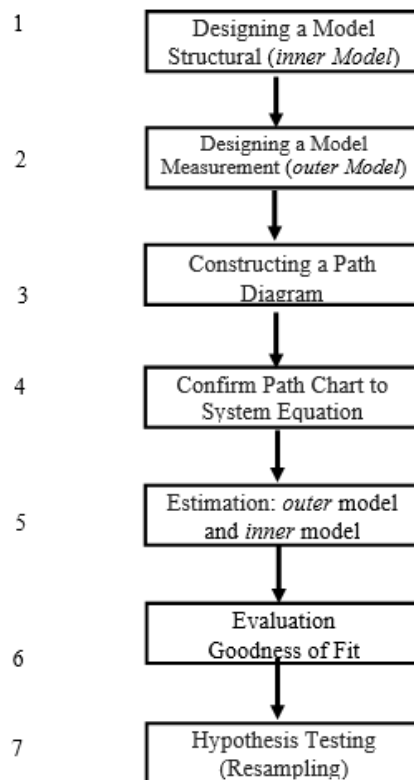
3.3.3. Structural Equation Modeling Approach WarpPLS

WarpPLS analysis is the development of PLS analysis. Analysis Partial Least Square (PLS) was first developed by Herman Wold, he was the teacher of Karl Joreskog (who developed SEM). This model was developed as an alternative to situations where the basic theory in the design of the model is weak or missing funds or there are indicators that do not meet reflektif measurement model, so it is formative. WarpPLS is a powerful analytical method because it requires a lot of assumptions, and the sample size can be small or large. WarpPLS than can be used as a confirmation of the theory (hypothesis testing) can also be used to build a relationship that does not exist or a theoretical basis for testing the proposition [43] Solimun, et al. (2017: 103).

Ned Kock developed a computer program package named WarpPLS which is the development of PLS analysis, this software use MATLAB Compiler Runtime. Until now WarpPLS 6.0 is already available software that can be downloaded on the internet. The trial version is valid (active) for 3 months. WarpPLS than can be used to model is not recursive, also equipped with a non-linear model analysis. In addition, the analysis WarpPLS also equipped with nonlinear models, ie models U curve and S-curve (sigmoid models). Testing indirect effect comes with three segments. On the other hand, the software also comes with anlysis WarpPLS moderating variables with interaction variables approach, making it easier for the users. Structural models on WarpPLS consists of two things:

- 1) Outer Mode Questioning about obtaining the latent variable data sourced from the indicator (indicator models of reflective and formative indicators).
- 2) Inner Model Questioning the relationship between latent variable models (recursive or not recursive).

Measures of structural equation modeling with software WarpPLS is as seen in the following scheme:



Source: [43] Solimun, et al. (2017: 110)

Figure 3.3. Steps WarpPLS Analysis

IV. Research Result

4.1. Confirmatory Factor Analysis Results

4.1.1. Validity Analysis (Outer Measurement Model)

Completion of testing the validity, using Confirmatory factor analysis techniques (*Confirmatory Factor Analysis = CFA*) With the help of WarpPLS 6.0 applications.

	X1	X2	X3	X4	X5	Y1	Type (as defined)	SE	P value
X1.1	(0.815)	0.067	-0.031	-0.302	0.213	0.226	Reflective	0.085	<0.001
X1.2	(0.381)	0.053	0.134	0.323	-0.162	0.114	Reflective	0.096	<0.001
X1.3	(-0.597)	0.126	0.043	-0.205	0.187	0.381	Reflective	0.090	<0.001
X2.1	0.114	(0.732)	0.087	0.020	-0.140	0.290	Reflective	0.087	<0.001
X2.2	0.076	(0.729)	-0.030	0.101	0.319	-0.038	Reflective	0.087	<0.001
X2.3	-0.061	(0.552)	-0.299	-0.271	-0.314	0.035	Reflective	0.091	<0.001
X2.4	-0.137	(0.767)	0.160	0.081	0.057	-0.266	Reflective	0.086	<0.001
X3.1	-0.101	0.083	(0.666)	0.074	-0.282	0.463	Reflective	0.088	<0.001
X3.2	0.138	-0.080	(0.808)	0.020	0.312	-0.151	Reflective	0.085	<0.001
X3.3	-0.059	0.013	(0.748)	-0.087	-0.086	-0.249	Reflective	0.086	<0.001
X4.1	-0.016	0.046	0.058	(0.803)	0.118	-0.295	Reflective	0.085	<0.001
X4.2	-0.146	0.067	0.019	(0.640)	0.215	-0.537	Reflective	0.089	<0.001
X4.3	-0.259	0.330	-0.050	(0.713)	-0.231	-0.109	Reflective	0.087	<0.001
X4.4	0.126	-0.062	0.087	(0.839)	-0.081	0.043	Reflective	0.084	<0.001
X4.5	-0.104	-0.298	0.330	(0.715)	0.029	-0.224	Reflective	0.087	<0.001
X4.6	0.089	0.048	-0.119	(0.819)	0.111	0.197	Reflective	0.084	<0.001
X4.7	0.188	-0.190	-0.130	(0.790)	-0.100	0.476	Reflective	0.085	<0.001
X4.8	0.048	0.078	-0.165	(0.796)	-0.041	0.309	Reflective	0.085	<0.001
X5.1	-0.036	0.485	-0.041	-0.035	(0.564)	0.107	Reflective	0.091	<0.001
X5.2	-0.066	-0.167	-0.064	0.178	(0.796)	-0.040	Reflective	0.085	<0.001
X5.3	0.079	-0.032	0.185	-0.046	(0.845)	0.167	Reflective	0.084	<0.001
X5.4	0.007	-0.143	-0.104	-0.104	(0.799)	-0.212	Reflective	0.085	<0.001
Y1.1	-0.162	0.430	0.004	0.225	-0.239	(0.729)	Reflective	0.087	<0.001
Y1.2	0.023	-0.128	0.136	-0.212	-0.081	(0.774)	Reflective	0.086	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desi

Source: Primary Data Processing WarpPLS, 2019

Figure 4.1. Combined Loadings and cross-loadings

- 1) **Convergent Validity**, Can be seen from the value of load factor (factor loading)
 - a. When load factors (eg $X_{1,1} = 0.815$) > 0.3 then meet the convergent validity.
 - b. Whenever a significant factor loadings (eg $X_{1,1} = 0.815$; $p < 0.001$) then meet validity.

Table 4.1. Validity Test Results recapitulation Promotion Research Questionnaire Position Echelon II.b, III and IV environment of North Buton District Government, March 2019

No.	Latent variables	Variable Manifest (Reflective Indicator)	Loading factor ($\lambda > 0.3$)	P Values < 0.05	Status
1.	Seniority (X ₁)	X _{1,1}	0.815	< 0.001	Valid
2.		X _{1,2}	0.381	< 0.001	Valid
3.		X _{1,3}	-0.597	< 0.001	Invalid
4.	Work Performance (X ₂)	X _{2,1}	0.732	< 0.001	Valid
5.		X _{2,2}	0.729	< 0.001	Valid
6.		X _{2,3}	0.552	< 0.001	Valid
7.		X _{2,4}	0.767	< 0.001	Valid
8.	Education & Training (X ₃)	X _{3,1}	0.666	< 0.001	Valid
9.		X _{3,2}	0.808	< 0.001	Valid
10.		X _{3,3}	0.748	< 0.001	Valid
11.	Nepotism (X ₄)	X _{4,1}	0.803	< 0.001	Valid
12.		X _{4,2}	0.640	< 0.001	Valid
13.		X _{4,3}	0.713	< 0.001	Valid
14.		X _{4,4}	0.839	< 0.001	Valid
15.		X _{4,5}	0.715	< 0.001	Valid
16.		X _{4,6}	0.819	< 0.001	Valid
17.		X _{4,7}	0.790	< 0.001	Valid
18.		X _{4,8}	0.796	< 0.001	Valid
19.	Loyalty (X ₅)	X _{5,1}	0.564	< 0.001	Valid
20.		X _{5,2}	0.796	< 0.001	Valid
21.		X _{5,3}	0.845	< 0.001	Valid
22.		X _{5,4}	0.799	< 0.001	Valid
23.	Promotion Position (Y)	Y _{1,1}	0.729	< 0.001	Valid
24.		Y _{1,2}	0.774	< 0.001	Valid
25.		Y _{1,3}	0.720	< 0.001	Valid

Source: Primary Data Processed in 2019

2) **Discriminant Validity**

- a. Every indicator, eg for X_{1,1} with cross loading loading 0.815 and 0.067, -0.031, -0.302, 0.213, and 0.226, if loading > cross loading the discriminant validity are met. So that is a valid indicator discriminant X_{1,1} (See Figure 4.1. Combined Loadings and cross-loadings).
- b. Questionnaire (set of indicators), can be seen from the root of AVE with a correlation coefficient of variables concerned with other variables. (See Figure 4.2. The root of AVE and Correlation).

	X1	X2	X3	X4	X5	Y1
X1	(0.623)	0.065	-0.088	0.136	-0.104	-0.098
X2	0.065	(0.700)	0.536	0.278	0.503	0.300
X3	-0.088	0.536	(0.743)	0.280	0.347	0.422
X4	0.136	0.278	0.280	(0.767)	0.353	0.475
X5	-0.104	0.503	0.347	0.353	(0.759)	0.446
Y1	-0.098	0.300	0.422	0.475	0.446	(0.741)

Note: Square roots of average variances extracted (AVEs) shown on diagonal.

Source: Primary Data Processing WarpPLS, 2019
Figure 4.2. AVE roots and Correlation Coefficient

When the root of AVE (on the main diagonal) larger than the correlation of variables is concerned, it fulfilled discriminant validity. Eg for X₁ with 3 indicators (X_{1,1}, X_{1,2}, and X_{1,3}) has its roots AVE 0.623; correlation with other variables 0.065 and -0.088; so kesoner X₁, which consists of 3 indicators are fulfilling discriminant validity.

4.1.2. Reliability Analysis (Measurement of Inner Model)

Completion of testing reliability of all latent variables using WarpPLS 6.0. Reliability is an index that indicates the extent to which a measure is reliable or unreliable for measuring and test use *alpha Cronbach's*, instrument can be said to be a reliable, if it has a reliability coefficient of ≥ 0.6 [44] Arikunto, (1998: 192).

Table 4.2. Criteria for Reliability Index

No.	Interval	Criteria
1.	< 0.200	Very low
2.	0.200 to 0.399	Low
3.	0.400 to 0.599	Enough
4.	0.600 to 0.799	High
5.	0.800 to 1.00	Very high

Source: [44] Arikunto, (1998: 192)

	X1	X2	X3	X4	X5	Y1
R-squared						0.472
Adj. R-squared						0.440
Composite reliab.	0.163	0.791	0.786	0.919	0.842	0.785
Cronbach's alpha	0.027	0.647	0.590	0.899	0.746	0.589
Avg. var. extrac.	0.388	0.490	0.552	0.588	0.576	0.549
Full collin. VIF	1.103	1.735	1.595	1.415	1.599	1.606
Q-squared						0.502

Source: Primary Data Processing with WarpPLS, 2019
Figure 4.3. Latent Variable Output Coefficient

- a. Composite Reliability is met if greater than 0.70, so that the questionnaire for all variables are fulfilling composite reliability. (See Figure 4.3. Output Latent Variable Coefficient).
- b. Internal Consistency Reliability (Cronbach's Alpha) is fulfilled if greater than 0.60, so that the questionnaire for all variables is to meet the internal consistency reliability. (See Figure 4.3. Output Latent Variable Coefficient).

Table 4.3. Reliability Test Results recapitulation Promotion Research Questionnaire Position Echelon II.b, III and IV environment of North Buton District Government, March 2019

No.	Latent Variables	Composite Reliability	Cronbach's alpha	Status
1.	Seniority Factor (X ₁)	0.163	0,027	Not Reliable
2.	Job Performance Factor (X ₂)	0.791	0.647	Reliable
3.	Education & Training Factor (X ₃)	0.786	0.590	Reliable
4.	Nepotism Factor (X ₄)	0.919	0.899	Reliable
5.	Loyalty Factor (X ₅)	0.842	0,746	Reliable
6.	Promotion Position (Y)	0.785	0.589	Reliable

Source: Primary Data Processed in 2019

Based on the results of reliability test, carried out all the latent variables in this study showed 0.589.

4.1.3. Fit Model Analysis and Quality Indices

Reliability testing of the instrument using WarpPLS 6.0, prior to the interpretation of the results of hypothesis testing, the model should have a good Goodness of Fit. Goodness of Fit Model on WarpPLS analysis are shown in Table 4.4. Goodness of Fit in question is an index and measures of goodness of the relationship between the latent variables (Inner Model) is also related to its assumptions [43] Solimun, et al. (2017: 167). In WarpPLS analysis are some size Model Fit and Quality Indices, as seen in Table 4.4. following:

Table 4.4. Fit Model Analysis and Quality Indices

No.	Model Fit and Quality Indices	Fit criterion	Results Analysis	Information
1.	Average path coefficient (APC)	P < 0.005	0.207 (p = 0.011)	Well
2.	Average R-squared (ARS)	P < 0.005	0.472 (p < 0.001)	Well
3.	Average adjusted R-squared (AARs)	P < 0.005	0.440 (p < 0.001)	Well
4.	Average block VIF (AVIF)	acceptable if ≤ 5, ideally ≤ 3.3	1,493	Ideal
5.	Average full collinearity VIF (AFVIF)	acceptable if ≤ 5, ideally ≤ 3.3	1,509	Ideal
6.	Tenenhaus GoF (GoF)	Small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36	0.497	Ideal
7.	Sympson's paradox ratio (SPR)	acceptable if ≥ 0.7, ideally = 1	0,800	Ideal
8.	R-squared of contribution ratio (RSCR)	acceptable if ≥ 0.9, ideally = 1	0.965	Ideal
9.	Statistical suppression ratio (SSR)	acceptable if ≥ 0.7	1,000	Ideal
10.	Nonlinear bivariate causality direction ratio (NLBCDR)	acceptable if ≥ 0.7	0,900	Ideal

Source: Primary Data Processing with WarpPLS, 2019

4.2. Hypothesis Testing Results

Testing the hypothesis on WarpPLS analysis using statistical t test or t test. Rule-making is using the method of hypothesis testing Bootstrap resampling developed by Geisser & Stone performed by t test. According to [43] Solimun, (2017: 168) decision rules hypothesis testing was done as follows:

- 1) If the p-value > 0.10 (10% alpha) then said to be no significant.
- 2) If, p-value ≤ 0.10 (10% alpha) then said weakly significant.
- 3) If, p-value ≤ 0.05 (5% alpha) then said significant.
- 4) If, p-value ≤ 0.01 (alpha 1%) then said to be highly significant.

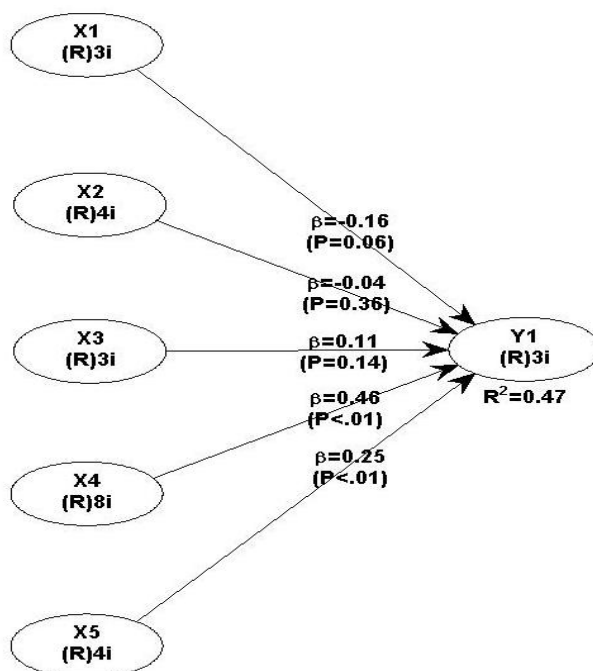
Statistical Hypotheses for Inner Model; the influence of the endogenous endogenous latent variables are:

H₀: β_i = 0 (refused / no effect)

V_s

H₁ : β_i ≠ 0 (accepted / effect)

The results of the analysis can WarpPLS in graphic form shown in Figure 4.4 below:



Source: Primary Data Processing with WarpPLS, 2019
Figure 4.4. The results of model testing Direct Effect

Pictured above are the test results for the model with path coefficients in the form of direct effect. These results, described in the following table:

Table 4.5 Results of Testing Hypotheses

No.	Relationships between variables (variables Explanatory → variables Response)	Path coefficient (β)	p-value	Information
1.	Seniority (X ₁) → Promotion Position (Y)	-0.16	0.06	Weakly Significant
2.	Work Performance (X ₂) → Promotion Position (Y)	-0.04	0.36	No Significant
3.	Education and Training (X ₃) → Promotion Position (Y)	0.11	0.14	No Significant
4.	Nepotism (X ₄) → Promotion Position (Y)	0.46	< 0.01	Highly Significant
5.	Loyalty (X ₅) → Promotion Position (Y)	0.25	< 0.01	Highly Significant

Source: Primary Data Processed in 2019

4.2.1. Direct Effect

- 1) Influence Seniority value (X₁) to a promotion (Y) with a path coefficient of -0.16 and p = 0.06. Given p less than 0.10 then said to be quite significant, so the hypothesis is accepted (H₁: β_i ≠ 0). Marked lane negative coefficient (-0.16) indicates that the more senior an employee, then the chances of getting a promotion is getting smaller.
- 2) Effect of Job Performance value (X₂) on promotion (Y) with a path coefficient of -0.04 and p = 0.36. Given p greater than 0.10 then it is said to be insignificant, so the hypothesis is rejected (H₀: β_i = 0).
- 3) The influence of the value of Education & Training (X₃) on promotion (Y) with a path coefficient of 0.11 and p = 0.14. Given p greater than 0.10 then it is said to be insignificant, so the hypothesis is rejected (H₀: β_i = 0).
- 4) Effect of Nepotism value (X₄) against promotion (Y) with a path coefficient of 0.46 and p < 0.01. Given p less than 0.01 then it is said to be very significant, so the hypothesis is accepted (H₁: β_i ≠ 0). Path coefficient is positive (0.46) indicates that a higher level of nepotism in the organization, then the chance of an employee getting a promotion through the greater nepotism
- 5) Influence Loyalty value (X₅) on the promotion (Y) with a path coefficient of 0.25 and p < 0.01. Given p less than 0.01 then it is said to be very significant, so the hypothesis is accepted (H₁: β_i ≠ 0). Path coefficient is positive (0.25) indicates that the more loyal an employee of the organization / leadership, then the chances of getting a promotion even greater.

4.2.2. Model Results

Information on endogenous latent variables (X_1, X_2, X_3, X_4 and X_5), where the effect is stronger (dominant) against the promotion endogenous latent variable (Y) can be seen from the results of the analysis of the model as a whole (unlike the partial hypothesis testing for each of the relationship between endogenous latent variables). Direct Effect and total effect can be used to explain how the purpose of this study is achieved, for example, what is a priority in improving the promotion of endogenous latent variable (Y).

Table 4.6 Coefficients Influence Line Total

No.	Relationships between variables (variables Explanatory → variables Response)	Path coefficient (β)	p-value	Information
1.	Nepotism (X_4) Promotion Position (Y)	0.46	< 0.01	highly significant
2.	Loyalty (X_5) Promotion Position (Y)	0.25	< 0.01	highly significant

Source: Primary Data Processed in 2019

Contributions Absolute:

Nepotism (X_4) against Promotions (Y) = $(0.46)^2 \times 100\% = 21.16\%$

Loyalty (X_5) on Promotions (Y) = $(0.25)^2 \times 100\% = 6.25\%$

Nepotism impact strength (X_4) and Loyalty (X_5) on the Promotion Position (Y) is an influential nepotism. So the effort to revamp Promotions (Y) must be done by improving the levels of nepotism (X_4). Thus nepotism must be a priority, given the large absolute contribution, means the strength of the influence of nepotism against the promotion of civil servants is very significant (dominant).

V. Conclusion

From the analysis and description of the foregoing discussion it can be concluded as follows:

- 1) For the first hypothesis, based anlisis SEM with WarpPLS approach found that $p < 0.06$ is significant. Therefore the hypothesis (H_1) of the first, which reads "There is the influence of seniority to the promotion of civil servants positions in the Government of North Buton", is acceptable.
- 2) For the second hypothesis, based anlisis SEM with WarpPLS approach it was found that no significant $p = 0.36$ for the value of $p > 0.10$. Therefore the hypothesis (H_2) the second, which reads "There is the influence of performance against the promotion of civil servants positions in the Government of North Buton", was rejected.
- 3) For the third hypothesis, based anlisis SEM with WarpPLS approach it was found that no significant $p = 0.14$ for the value of $p > 0.10$. Therefore the hypothesis (H_3) the third, which reads "There is the influence of education and training to the promotion of civil servants in North Buton District Government", was rejected.
- 4) For the fourth hypothesis, based anlisis SEM with WarpPLS approach found that $p < 0.01$ highly significant. Therefore the hypothesis (H_4) fourth, which reads "There is the influence of nepotism against the promotion civil servants positions in the Government of North Buton", is acceptable.
- 5) For the fifth hypothesis, based anlisis SEM with WarpPLS approach found that $p < 0.01$ highly significant. Therefore the hypothesis (H_5) fifth, which reads "There is the influence of Loyalty to the promotion of civil servants positions in the Government of North Buton", is acceptable.
- 6) For the sixth hypothesis, based anlisis SEM with WarpPLS approach found that $p < 0.01$ for nepotism dominant influence very significantly to the promotion with the latent variable path coefficient value of nepotism by $\beta = 0.46$ (46%). Therefore the hypothesis (H_6) sixth, which reads "There is nepotism dominant influence on the promotion of civil servants in the North Buton District Government ", is acceptable. Then subsequently Loyalty with coefficient $\beta = 0.25$ (25%), and seniority with coefficient $\beta = 0.16$ (16%). While job performance factor, education and training has no effect on promotion.

The coefficient of determination (R^2) of 0.47, this means endogenous latent variables (X_1, X_2, X_3, X_4 and X_5), in the hypothesis has a contribution of 47% towards promotion of endogenous latent variable (Y). The remaining 53% is influenced by other variables, beyond this model.

5.1. Research Limitations

In order to study a broader scope, for researchers who are interested in further examining the factors that influence the promotion, need to consider the following matters:

- 1) Creating Item Questionnaire questions and more objective scale to the opinions, perceptions, and behavior of research subjects (Respondent).

- 2) Of all the loading coefficient (factor loading), there is one indicator that is not valid, it may be caused by a lack of control when collecting and tabulating the data questionnaire. Therefore, for the further research, in order to perform better control, giving directly questionnaires one by one for each respondent and tabulating the data very carefully and care for respondents when filling out the questionnaire data. It is intended, that the data obtained truly valid and reliable so that the data obtained can really be trusted.
- 3) Conduct trials measuring instrument with a good procedure (other analysis techniques), in the sense of taking the respondents are synonymous with research subjects to represent all employee who is on the regional organization of North Buton District Government environments.
- 4) Finding literature / study of theory and previous research and more, discusses the factors that affect the promotion of civil servants, especially those related to staffing.

5.2. Suggestion

It is well known how many flaws contained in this research. Therefore there are some suggestions that the author wants to convey to the next researcher, who is interested in studying with similar topics of promotion of civil servants is as follows:

- 1) For other researchers who are interested in doing more research needs to pay attention to the value orientation which consists of Openness to change, Conservation, Self Enhancement and self Transcendence with the level of work ethics of civil servants in government circles, North Buton District, it is suggested the need for added data collection techniques or measuring devices the other, for example by observation and in-depth interviews on the subject (respondent) in place will be studied. It is intended in order to obtain data and as well as an overview of the subject (respondent) and issue a more complete, clear and accurate.
- 2) In addition, other researchers also expected the need to anticipate the tendency of respondents chose the answer that is socially considered good (social desirability) in the questionnaire used by a profound observation on the subject and other work environment under study.
- 3) In order to examine more deeply about the issues that are similar to models of other analysis, should also multiply the number of variables and samples as well as the symptoms to be studied so that a more varied, one of them involving factors from outside the individual (external), such as the type of work or the working environment to in a model of advanced research.

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