



## Effect of Seniority, Work Experience, and Competence on Promotion of Airport Maintenance Division Employees PT. Angkasapura II (Persero) Bandara Internasional Kuala Namu

Fajar Pradipto Utomo<sup>1</sup>, R. Sabrina<sup>2</sup>, Satria Tirtayasa<sup>3</sup>, Hazmanan Khair<sup>4</sup>

<sup>1</sup>Master of Management Study Student, Universitas Muhammadiyah Sumatera Utara, Jl. Kapten Mochtar Basri No.3, Glugur Darat II, Kec. Medan Tim., Kota Medan, Sumatera Utara 20238

<sup>2,3,4</sup>Lecturer of the Master of Management Study Program, Faculty Ekonomi dan Bisnis, Universitas Muhammadiyah Sumatera Utara, Jl. Kapten Mochtar Basri No.3, Glugur Darat II, Kec. Medan Tim., Kota Medan, Sumatera Utara 20238

### ARTICLE INFO

#### Keywords:

Seniority;  
Work Experience;  
Competence;  
Job Promotion.

### ABSTRACT

The purpose of this study was to determine the effect of seniority, work experience and competence on job promotion in the Airport Maintenance Division of PT. Angkasapura II (persero) International Kualanam Airport. This research uses a quantitative associative approach. The population in this study was in the Airport Maintenance Division of PT. Angkasapura II (persero) International Kualanam Airport. The sample in this study used a saturated sample of 57 people. Data collection techniques through questionnaires that have been tested for validity and reliability. The data analysis used was the Structural Equation Model (SEM) method with the Partial Least Square (PLS) method. The results of this study indicate that: (1) Seniority has a significant positive effect on job promotion with a value of 0.356 and P-Values of 0.000. (2). Work experience has a significant positive effect on job promotion satisfaction with a value of 0.401 and P-values of 0.004. (3). Competence has a significant positive effect on job promotion with a value of 0.295 and P-values of 0.012. (4). Seniority, work experience, and competence simultaneously have a significant positive effect on job promotion

**E-mail:**  
[fajarpradipto@gmail.com](mailto:fajarpradipto@gmail.com)

Copyright © 2020 Enrichment: Journal of Management.  
All rights reserved.

## 1. Introduction

PT. Angkasapura II (Persero) is one of the State-Owned Enterprises which is engaged in the business of airport services and services related to airports. It has strived to improve quality in all aspects of facing global competition in the world of aviation services business, including the quality of the company's Human Resource Management in the promotion of employee positions particular. in the Airport Maintenance division. The policy of a company in promoting the career development of employees with good performance is certainly a very normal thing in the world of work [1]. With a promotion, an employee not only feels appreciated and recognized for his abilities, but the promoted employee can also certainly develop his career to a higher level to increase work experience in a company [2].

Promotion is a dream that all company employees have been waiting for [3]. Because promotion means that there is trust or recognition from the company regarding the ability and achievement of the employee concerned to take a higher position [4]. The phenomenon that occurs in PT. Angkasapura II Bandara Kualanam where more junior employees fill strategic positions because they are considered to be able to think quickly, efficiently, and flexibly, while in promotions it is very necessary to pay attention to work performance, skills, seniority, work experience, competence, fairness, and responsibility. Promotion is the transfer of increasing the authority and responsibility of employees to higher positions in an organization so that their obligations, rights, status, and income are getting

bigger [5]. Promotion is when an employee is transferred from one job to another with greater responsibility, a higher level in the hierarchy, and a higher salary [6]. The benefits of a promotion, employees will feel valued, motivated to work, need to be cared for, and recognized for their work abilities so that they will produce high [7]. The high output by employees will have a positive impact on the level of professional service to consumers [3]. A company is not arbitrary in placing and selecting its employees in a position. For managers, promotions are given to employees as a reward for the performance made employees in carrying out their responsibilities [8]. For the company itself, promotion is a goal to regenerate human resources that have been owned for the sake of the company's continuity [9].

Many factors affect promotion, some of which are seniority [10]. This aspect has an influence or consideration on promotion [11]. Seniority is something that will appear by itself overtime or the length of time a person works and can be interpreted as having a high rank or position from his subordinates in the company [12]. However, the problem phenomenon that occurs in the Airport Maintenance division is that senior employees in the Airport Maintenance division want promotion because they feel they have a long service period and are quite senior in age and have experience but have never been promoted to a higher position. This can be found in one of the work units under the Airport Maintenance division, namely the General Electronic Facility unit where senior employees dominate in the lower and middle-class positions while junior employees occupy the upper-class positions.

Seniority is defined as the length of a person's service period that is recognized by the organization, both in the position concerned and in the organization as a whole [13]. Another opinion of seniority is the length of service of a person whose achievements are recognized either in the position concerned or in the entire agency [14]. Then seniority is not only used as a decision-making tool for promotional actions, it is often used as decision-making material to determine periodic salary increases [15]. There is a positive and significant influence between seniority and promotion [16].

One of the Safety Security Facility units under the Airport Maintenance Division where the work experience factor is also one aspect that needs to be considered in the promotion. However, the phenomenon that occurs is the work experience factor is also not a material for consideration or support where the work experience of employees in safety security which includes a longer working period still occupies a position level in a lower class compared to employees whose working period is still newly accepted by the company. so this can become jealousy in terms of promotion.

Work experience is the process of forming skills about the mode of a job because of the employee's involvement in carrying out work tasks [17]. Then work experience is a measure of the length of time or period that a person has taken to understand the tasks of a job and has carried out well or the knowledge or skills that have been known and mastered by someone as a result of actions or work that has been done for some time certain [18]. Pengalaman kerja dibutuhkan oleh karyawan karena dengan adanya pengalaman maka timbul dampak positif berupa kemampuan maupun ide-ide baru yang lebih inovatif dari sebelumnya. Without sufficient experience, a person has difficulty in creating an idea or idea because of the limited experience they have. The existence of promotion makes an employee who already has a high position more required to innovate so that his place of work can compete with other companies. So it can be concluded that work experience is an employee's ability that has been honed or skilled so that they can do the tasks given by the company well [19].

Seniority and work experience are not variables that influence promotion, but employee competence is also needed in the promotion program [20]. The competency factor also has consideration for promotion [21]. The human resources needed by the industry today are those who have competence in the use of digital technology [22]. This competency is to realize smart factories, such as the Internet of Things (IoT)[23]. The era of the industrial revolution 4.0 opens opportunities for human resources to have skills that are by the latest technological developments [24]. For this reason, it is necessary to implement a skill improvement program or update the skills of human resources based on the current needs of the industrial world [25]. One of the competencies required in promotion at the PT. Angkasa Pura II especially the Airport Maintenance division, is human resources that have competencies that are ready to implement global competition in the industrial era 4.0,

especially in the world of aviation services, either by license from the Director-General of Airports or Aviation Security. The phenomenon that occurs in the Electronics and IT division of the Airport Maintenance Division is that junior employees consisting of the millennial generation are more ready to occupy higher class positions than senior employees who have a level of competence or have more licenses. The company considers junior employees to be more flexible and responsive in their work than employees of the previous generation. So that there are more opportunities to be promoted to positions.

## **2. Literature Review and Submission of Hypotheses**

### **2.1 Position Promotion**

Promotion is the process of transferring employees from one position to another higher position. Thus the promotion will always be followed by tasks, responsibilities, and authorities that are higher than the previously occupied positions [6]. In general, promotions are followed by an increase in income and other facilities. Rewards for performance results are usually expressed in the form of promotions. An employee views promotions as the most attractive thing compared to other compensation this is because promotions are permanent and valid for a long period [26]. It is important to pay attention to the promotion of positions. The indicators in the promotion include social status, authority, responsibility, and income [27]

### **2.2 Seniority**

Employee seniority is the length of time an employee has worked for the company. Seniority to promotion has a strong relationship within the company, namely to reduce the occurrence of social jealousy [13]. Seniority usually has more influence, especially on employee performance factors. An employee who has worked in the company for a long time will usually have more abilities and more experience even though they are in the same position [10]. Seniority can be considered a legitimate way to get promoted because seniority avoids problems and management's biased attitude gives favored employees the first chance for promotion [28]. Seniority is not only used as a decision-making tool for promotional actions, it is often used as decision-making material to determine periodic salary increases [29]. Several indicators are put forward by experts, which are defined as the length of a person's service period that is recognized by the organization, both in the position in question and in the organization as a whole. Seniority indicators consist of age, experience, and years of service [30].

### **2.3 Work Experience**

Work experience is the ability, knowledge, and skill of a person obtained through a period or work period that has been taken for a particular job through actions, reactions, dexterity, and various experiments that have been carried out [31]. The wider a person's work experience, the more skilled a person is in doing work and the more perfect the pattern of thinking and attitude in acting to achieve the goals that have been set [32]. Work experience is a basis or an employee can place himself in the right conditions, dare to take risks, be able to face challenges with full responsibility, and be able to communicate well with various parties to maintain productivity, and performance and produce competent individuals in their fields [33].

The factors that can affect work experience are personal background, including education, courses, training, and work. to show what a person has done in the past, talents, and interests, to estimate one's interests and capacities or abilities, attitudes and needs to predict one's responsibilities and authority, analytical and manipulative abilities to study judgment and analysis abilities, skills and abilities technique, to assess the ability in the implementation of technical aspects of work [34].

### **2.4 Competence**

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job [35]. Competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of

individuals that have a causal relationship or as a cause and effect with criteria that are used as a reference, effective or excellent or superior performance in the workplace [36][37]. Core competencies are the main values of the company/organization in the creation of skills and capabilities that are spread through various product lines or businesses [38].

### **2.5 Effect of Seniority on Promotion**

Seniority in the company still has a strong influence in determining promotions even though it is not the only main requirement in determining job promotion indicators [16]. Seniority is also based on a person's ability to complete his work and better skills for determining promotions [10]. One of the bases for determining positions is employee seniority, namely the employee wants the element of seniority to be emphasized more in determining promotions. They argue that the longer they work, the better their work skills and reflect employee loyalty to the company [12]. The basis for implementing promotions based on seniority uses the assumption that an employee's work performance is largely determined by his work experience and increases employee loyalty and respects employee loyalty to the company to make implementation guidelines so that every employee of the company has the same treatment on a good basis [13].

H1: Seniority has a significant effect on promotion

### **2.6 Effect of Work Experience on Promotion**

Work experience is one of the requirements that must be considered by the leadership to be able to occupy a position because tenure is one of the assessments to be promoted to a higher position in the organization [17]. Armed with this experience, it is hoped that every employee has high-quality human resources in improving higher work performance [39]. A person's skills in carrying out his duties and activities are obtained along with the period of work in the field he is engaged [18]. The success of employees in achieving high work performance may influence the work experience of employees [31]. Work experience is the ability of someone who is proficient in completing the tasks assigned by the company and has skilled skills. Tasks assigned by the company and completed can improve the employee work experience. The work experience gained by employees can be used as a benchmark to get the desired promotion [40].

H2: Work experience has a significant effect on promotion.

### **2.7 The Effect of Competence on Position Promotion**

Competence is also a consideration in the aspect of promotion. Competence is a basis for employees to be promoted [24]. For most people, a job promotion is something that is very much expected [41]. So that it will trigger competition between employees with one. Promotion can usually be done by following the selection or assessment stages [42]. Employee competence factor is very necessary for the promotion decision [43]. Employee competence is very important to be used as a benchmark for improving employee performance and development in the future [44].

H3: Competence has a significant effect on promotion

## **3. Research Methods**

This research approach is seen from the way it is explained and aims to prove that there is an influence between independent variables on the dependent variable describing the type/form of research that underlies the research. This research uses associative and quantitative approaches. An associative approach is an approach to finding out that there is an influence or influence between the two variables, namely the independent variable and the dependent variable. Then the data was collected in quantitative form. This research was carried out at the Electronic facility & IT division office PT Angkasa Pura II (Persero) Kantor Cabang Bandara Internasional Kualanamu whose address is at Jl. Kualanamu Airport Psr. VI, district. Beringin, Deli Serdang Regency, North Sumatra 20552. The time of study was carried out from June 2021 to December 2021. The population in this study were all employees in the Airport Maintenance division PT. Angkasa Pura II (Persero) Bandara Kualanamu

which amounted to 130 people. Based on the existing population, the minimum sample size was obtained using the Slovin formula. Based on the solving calculation above, the number of samples in this study was 57 employees in the Airport Maintenance division PT. Angkasa Pura II (Persero) Bandara Kuala Namu. The data analysis technique used in this research is the quantitative data analysis method. Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS). PLS is a component or variant-based structural equation model (SEM). According to (Mahfud & Ratmono, 2013) stated in its development, SEM is divided into two types, namely covariance-based SEM (CB-SEM) and variance-based SEM or partial least squares (SEM-PLS). CB-SEM was developed in the 1970s pioneered by Karl Joreskog a software developer.

#### 4. Discussion

##### 4.1 Validity Test Results

The following is the data from the validity test through the convergent validity test and the discriminant validity test in this study. The table below presents the loading factor values for each indicator

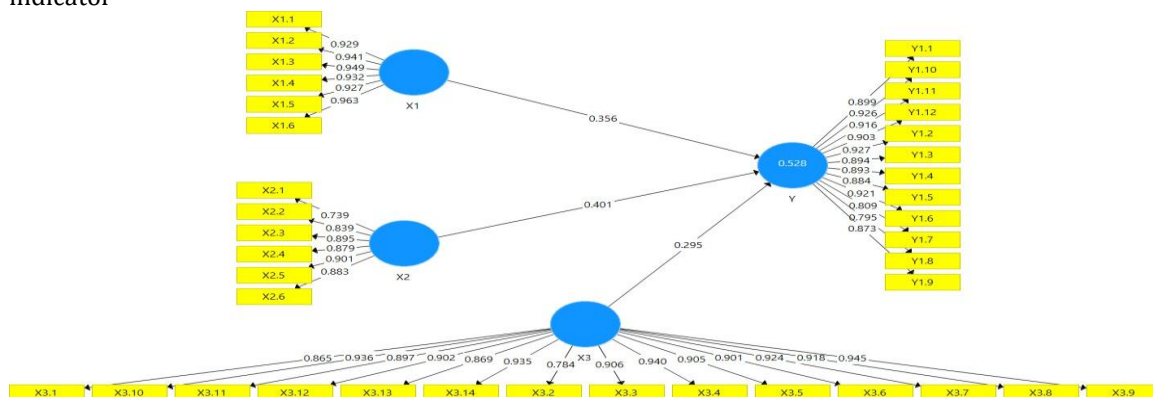


Figure 1. Validity Test Results

Berdasarkan tabel diatas, dapat diketahui bahwa nilai *loading factor* pada setiap indikator > 0,70. Dengan demikian dapat disimpulkan bahwa indikator setiap vari-abel pada penelitian ini adalah valid

##### 4.2 Reliability Test Results

The following are the results of the reliability test based on the composite liability (CR) value which is presented in the table below

Table 2. Reliability Value Based on CR

	Composite Reliability	Test results
Seniority (X1)	0.979	Reliable
Work Experience (X2)	0.943	Reliable
Competence (X3)	0.984	Reliable
Job Promotion (Y)	0.978	Reliable

Source: Smart PLS 3.3.3

Based on the table data above, shows that the value of Cronbach's alpha for each variable in this study is > 0.70. Thus, it is concluded that the variables used in this study are declared reliable.

##### 4.3 t-statistic test (Bootstrapping)

This test was conducted to determine the significance of all effects. In this study, hypothesis testing is a direct effect test. Based on the data processing that has been done using the smart PLS 3.3.3

program, the results can be seen in the image below.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics ( O/STDEV )	P Values
<b>Seniority -&gt; Promotion</b>	0.356	0.339	0.095	3.749	0.000
<b>Work Experience -&gt; Job Promotion</b>	0.401	0.422	0.140	2.864	0.004
<b>Competence -&gt; Position Promotion</b>	0.295	0.284	0.117	2.525	0.012

### The Effect of Seniority on Position Promotion

From this study, it was found that the effect of seniority on promotion was positive and significant with a value of 0.356 and P-Values 0.000. Meanwhile, the value of the count is 3.749 > ttable 1.96. It can be concluded that seniority has a positive and significant effect on employee promotions in the Airport Maintenance division PT Angkasa Pura II (Persero) Bandara Internasional Kualanamu. The results of this study are supported by previous research which states that seniority has a significant effect on job promotion [45][46][47]. If it is observed, it is acceptable that it is true that some employees have not been senior appointed that affects the promotion policy so that the problem of unfair promotion arises. Thus, it is clear that there is an effect of seniority on promotions that the existence of a seniority selection policy has an impact on employees who will be promoted. When viewed from the background the problems that arise from the seniority variable are senior employees in the Airport Maintenance division's Lack of explanation of the boundaries between senior or non-senior in terms of age, years of service, or experience in the company, and the presence of employees who are not senior but have received promotions positions that make senior employees not accepted. The implementation of seniority has been proven to have an effect on employee promotions at PT. Angkasa Pura II especially the Airport Maintenance division because employees who fill positions in class positions must be held for at least 4 years so that seniority can be seen how long the employee has occupied the position class so that he can be promoted.

### The Effect of Work Experience on Position Promotion

From this study, it was found that the effect of seniority on job promotion was positive and significant with a value of 0.401 and P-Values of 0.004. While the value of tcount is 2.864 > ttable 1.96. It can be concluded that work experience has a positive and significant effect on employee promotions in the division PT Angkasa Pura II (Persero) Bandara Internasional Kualanamu. The results of this study are by previous research which concluded that work experience has a positive and significant effect on promotion [48][49][50]. However, if viewed, this is not by the background of the problem that occurs. Where the work experience of employees is not a factor to be considered in promotion, in the sense that employees who have experience are not a reference in the company's promotion policy. But the results of the questionnaire show that the work experience that is considered by the company is employees who have worked for a long time. If you pay attention, this is a normal thing that can be understood because this condition can occur because there are still some employees who say they do not agree with the promotion policy carried out by the company. Thus the implementation of the effect of work experience on promotion to employees PT. Angkasa Pura II especially the Airport Maintenance division where the company pays more attention to employees who have worked for a long time or

occupy a class position in a work unit because it is ensured that these employees have better work experience in terms of knowledge and skills compared to employees who have only briefly occupied the position.

### **The Influence of Competence on Position Promotion**

From this study, it was found that the effect of seniority on job promotion was positive and significant with a value of 0.295 and P-Values of 0.012. While the value of  $t_{count}$  is 2.525 >  $t_{table}$  1.96. It can be concluded that competence has a positive and significant effect on the promotion of employee positions in the Airport Maintenance division PT Angkasa Pura II (Persero) Bandara Internasional Kualanamu. The results of this study, it is on previous research which concluded that competence has a significant effect on promotion [51][26]. However, when viewed from the background of the problems that occur, namely the difference in competence between senior and junior employees who are more prepared for the company to face the industrial era, especially in the field of aviation services, there are more opportunities to be promoted to positions. However, the results of the research from the results of the questionnaire showed that more than 89.47% of respondents answered agreed that they have competencies that can compete in the industrial era, especially in the field of aviation services. The possibility of this happening is because the average Airport Maintenance employee is filled by employees who have an educational background of Bachelor's (S1) so the influence of competence which is the difference between senior and junior employees is not by the background of the problem. If you pay close attention, this is a normal thing that can be understood because this condition can occur because there are still some employees who say they do not agree with the promotion policy carried out by the company. Competence in employees PT. Angkasa Pura II Bandara Internasional Kualanamu especially the Airport Maintenance division, proved that the majority of respondents say that the company had implemented and considered the competency factor as a consideration in employee promotion policies. Thus, in the future, the company is expected to be able to provide other competency programs such as skill improvement or skill renewal in the Airport Maintenance division so that competence is evenly distributed among employees.

### **5. Conclusion**

Based on the results of the research and discussion that have been stated previously, it can be concluded from this research regarding the influence of seniority, work experience, and competence on the promotion of employees in the Airport Maintenance Division PT. Angkasa Pura II (Persero) Bandara Internasional Kualanamu, are as follows :

1. Seniority has a positive and significant effect on the promotion of employees of the Airport Maintenance Division PT. Angkasa Pura II (Persero) Bandara Internasional Kualanamu.
2. Work experience has a positive and significant effect on the promotion of employees in the Airport Maintenance Division PT. Angkasa Pura II (Persero) Bandara Internasional Kualanamu.
3. Competence has a positive and significant effect on the promotion of employees of the Airport Maintenance Division PT. Angkasa Pura II (Persero) Bandara Internasional Kualanamu.

### **References**

- [1] A. F. Nasib, *Mengenal Dasar Manajemen*, no. February. Jawa Barat: Pena Persada, 2020.
- [2] N. A. R. S. S. P. Pebri, "Performance Optimization By Compensation, Organizational Commitment and Job Promotion Towards Job Satisfaction," *Int. J. Bus. Manag. Invent. IJBMI*, vol. 9, no. 4, pp. 37-42, 2020.
- [3] W. H. H. N. M. S. S. H. Ballian, "Analysis of Reward, Work Environment, Job Promotion And Supporting Facilities Towards Job Satisfaction," *Int. J. Innov. Sci. Res. Technol.*, vol. 5, no. 4, pp. 167-171, 2020.
- [4] A. Fadli, "Pengaruh Promosi Jabatan Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PT Modern Plasindo Mutiara," *Abdi Ilmu*, vol. 51, no. 1, pp. 131-141, 2020.
- [5] Malayu Hasibuan, *Manajemen Sumber Daya Manusia, Edisi Revisi*. Jakarta: Bumi Aksara, 2014.
- [6] S. Siagian, *Teori dan Praktek Kepemimpinan*. Jakarta: Rieneka Cipta, 2015.

- [7] S. R. W. I. D. M. A. I. N. Mustika, "The Effect of Compensation and Job Promotion on Employee Job Satisfaction at PT. Permata Jaga Karya, Denpasar," *Int. J. Contemp. Res. Rev.*, vol. 10, no. 12, pp. 21683–21692, 2019.
- [8] E. A. asib; M. D. B. F. A. A. Hou, "Effect Of Work Environment And Workload On Employee Satisfaction," *Jmari*, vol. 3, no. 1, pp. 1–12, 2022.
- [9] I. L. Nasib, "Leadership Role In The Commitment And Performance of Employees InThe Regional Company Of Medan," *Int. J. Innov. Multidiscip. F.*, vol. 6, no. 8, pp. 58–63, 2020.
- [10] T. S. D. S. E. T. Arianto, "Dampak Prestasi Kerja, Senioritas, Dan Loyalitas Terhadap Promosi Jabatan (Studi Kasus Pada PT. BankBengkulu)," *J. Entrep. dan Manaj. Sains*, vol. 2, no. 1, pp. 112–122, 2021.
- [11] M. F. D. P. Sari, "Pengaruh Prestasi Kerja Dan Senioritas Terhadap Promosi Jabatan Pada Pt. Bank Bengkulu Cabang Utama," *J. Media Ekon.*, vol. 25, no. 3, pp. 227–240, 2020.
- [12] Muhammad Syahrul Munir; Hadi Sunaryo; Pardiman, "Pengaruh Senioritas, Prestasi Kerja, dan Motivasi Kerja terhadap Produktivitas Karyawan," *e – J. Ris. Manaj.*, pp. 125–139, 2020.
- [13] N. M. O. P. I. G. B. H. Satrya, "Pengaruh Prestasi Kerja, Senioritas Dan Loyalitas Karyawan Terhadap Promosi Jabatan," *Gastron. ecuatoriana y Tur. local.*, vol. 1, no. 69, pp. 5–24, 2019.
- [14] Alex S. Nitisemito, *Manajemen Personalialia*. Jakarta: Ghalia Indonesia, 2013.
- [15] Sedermayanti, *Manajemen Sumber Daya Manusia Repormasi Birokrasi Dana Manajemen Pegawai Negeri Sipil*. Bandung: PT. Rafika Aditama, 2013.
- [16] Y. K. Shanti, "Pengaruh Self Efficacy Terhadap Audit Judgement Dengan Senioritas Auditor Sebagai Pemoderasi (Studi Kasus pada Inspektorat Kota Bogor dan Depok)," *J. Akunt. Barelang*, vol. 3, no. 2, pp. 115–124, 2019.
- [17] S. S. S. F. Simamora, "Pengaruh Beban Kerja , Pengalaman Kerja , Dan Kompensasi Terhadap Kinerja Karyawan PT . Tannery Sejahtera Mandiri Pekanbaru," *Manag. Stud. Entrep. J.*, vol. 2, no. 2, pp. 142–153, 2021.
- [18] K. E. W. I. W. B. G. P. A. J. Susila, "Pengaruh Tingkat Pendidikan Dan Pengalaman Kerja Terhadap Kinerja Karyawan," *Bisma J. Manaj.*, vol. 5, no. 1, pp. 60–67, 2019.
- [19] A. D. P. M. M. F. Rahman, "Pengaruh Pendidikan, Umur Dan Pengalaman Kerja Terhadap Produktivitas Karyawan Pada Pt. Anela Km 79 Kabupaten Lamongan," *e-jurnal Ris. Manaj.*, pp. 108–122, 2020.
- [20] ni wayan widi Astuti, "Pengaruh Kompetensi Guru, Disiplin Siswa Dan Sarana Media Pembelajaran Terhadap Efektivitas Pembelajaran Di SMK Farmasi Saraswati Denpasar," *Kemamp. Koneksi Mat. (Tinjauan Terhadap Pendekatan Pembelajaran Savi)*, vol. 53, no. 9, pp. 1689–1699, 2019.
- [21] D. T. R. J. Y. Yanuarisa, *Konsep Perilaku Belajar , Kompetensi Dosen , Saran Pendidikan terhadap Minat Membaca dan Pemahaman Akuntansi*. Surabaya: Global Aksara Pres, 2022.
- [22] T. Prasetio, "Internal Locus Of Control Sebagai Moderasi Pada Pengaruh Kompetensi Dosen Terhadap Tingkat Pemahaman Komputerisasi Akuntansi Mahasiswa," *J. Ekon. dan Manaj.*, vol. 9, no. 2, pp. 93–107, 2020.
- [23] M. M. M. H. M. A. K. U. K. D. N. M. K. A. R. T. R. K. N. M. P. U. M. Nasuka, *Ekonomi Kreatif Berbasis Digital Dan Kemandirian Masyarakat*. Surabaya: CV. Global Aksara Pers, 2022.
- [24] N. A. A. D. I. J. D. Sunarsi, "Pengaruh Kompetensi Sumber Daya Manusia Dan Kemampuan Pemanfaatan Teknologi Terhadap Kinerja Aparatur Desa Pada Kantor Kepala Desa Di Kabupaten Gunungkidul, Yogyakarta," *J. Ilmiah, Manaj. Sumber Daya Mns.*, vol. 4, no. 3, pp. 332–346, 2021.
- [25] S. Supardi, "Pengaruh Kompetensi, Motivasi Budaya Organisasional Kinerja Dosen Dimediasi Kepuasan Kerja Pada ' MMTTC' Yogyakarta," *J. Educ. Hum. Soc. Sci.*, vol. 3, no. 3, pp. 807–813, 2021.
- [26] E. J. S. Rahmadiani, "The Influence of Competence, Work Discipline and Salary on Nurses' Job Satisfaction and Ability in Providing Service at PT. Zulu Alpha Papa Makassar," in *Proceeding UII-ICABE*, 2019, pp. 229–236.
- [27] S. Hasibuhan, *Pengembangan Sumber Daya Manusia*. Jakarta: Gramedia, 2015.



- [28] Henry Simamora, *Manajemen Sumber Daya Manusia Edisi I*. Yogyakarta: STIE YKPN Yogyakarta, 2012.
- [29] D. J. Priansa, *Perilaku Konsumen dalam Persaingan Bisnis Kontemporer*. Bandung: Alfabeta, 2017.
- [30] Wibowo, *Manajemen Kinerja; Cetakan Keempat*. Jakarta: PT. Raja Grafindo Persada, 2014.
- [31] J. S. R. P. K. E. N. Walewangko, "Pengaruh Pendidikan, Jumlah Anggota Keluarga Dan Pengalaman Kerja Terhadap Pendapatan Rumah Tangga Di Kabupaten Minahasa," *J. Pembangunan Ekon. dan Keuang. Drh.*, vol. 21, no. 3, pp. 1–15, 2020.
- [32] V. M. Septiani, "Pengaruh Pelatihan, Pengalaman Kerja, Dan Promosi Jabatan Terhadap Kinerja Karyawan Pada Badan Pemeriksa Keuangan Republik Indonesia Perwakilan Sulawesi Utara," *J. EMBA J. Ris. Ekon. Manajemen, Bisnis dan Akunt.*, vol. 3, no. 3, pp. 992–1002, 2015.
- [33] E. Sutrisno, *Manajemen Sumber Daya Manusia. Edisi Pertama*. Bandung: Prenada Media Group, 2016.
- [34] T. Hani Handoko, *Manajemen Personalial dan Sumber Daya Manusia*. Yogyakarta: BPFE, 2012.
- [35] Martin, "Pengaruh Masa Kerja dan Kompetensi terhadap Kinerja Karyawan pada PT. Delamibrands Kharisma Busana," *Ekuivalensi*, vol. 6, no. 2, pp. 177–191, 2020.
- [36] M. Moehersono, "Pengukuran Kinerja Berbasis Kompetensi (Revisi)," *Jakarta PT Raja Graf. Persada*, 2014.
- [37] A. M. F. Z. I. Khoirianingrum, "Pengaruh Citra Perguruan Tinggi dan Kompetensi Dosen terhadap Loyalitas Mahasiswa melalui Kepuasan Mahasiswa Pada Perguruan Tinggi Swasta (Studi pada IKIP PGRI Bojonegoro)," *Al Tijarah*, vol. 4, no. 2, pp. 49–66, 2018.
- [38] D. R. P. M. Arda, "Kompetensi Dosen Dan Pencapaian Hasil Belajar Mahasiswa," *J. Chem. Inf. Model.*, vol. 53, no. 9, pp. 1689–1699, 2019.
- [39] I. G. N. M. S. M. S. Utama, "Pengaruh Tenaga Kerja, Teknologi Dan Pengalaman Bertani Terhadap Produktivitas Petani Dengan Pelatihan Sebagai Variabel Moderating," *Bul. Stud. Ekon.*, vol. 34, no. 1, pp. 1–17, 2019.
- [40] I. H. I. H. A. Nazhif, "Pengaruh Pengalaman Kerja, Disiplin Kerja, Dan Kepuasan Kerja Terhadap Prestasi Kerja Karyawan Swakelola Balai Besar Wilayah Sungai Serayu Opak Yogyakarta," vol. 3, no. 1, pp. 14–23, 2022.
- [41] H. Akrim, "Analisis Kinerja Dosen di Tinjau dari Kompetensi Dosen di Program Studi Bimbingan dan Konseling Universitas Muhammadiyah Sumatera Utara," *J. Manaj. Pendidikan-Dasar Menengah Tinggi (JMP-DMT)*, vol. 2, no. 3, pp. 1–8, 2021.
- [42] A. Meidita, "Pengaruh Pelatihan dan Kompetensi Terhadap Kepuasan Kerja Melalui Motivasi Kerja," *Maneggio J. Ilm. Magister Manaj.*, vol. 2, no. 2, pp. 226–237, 2019.
- [43] S. L. R. G. S. E. N. S. R. T. W. Ismanto, "Pengaruh Kompetensi, Motivasi, Dan Kreatifitas Terhadap Kinerja Guru Melalui Kepuasan Kerja," *Manaj. Pendidik.*, vol. 16, no. 1, pp. 1–11, 2021.
- [44] D. A. N. B. N. N. M. D. J. Suyaman, "Pengaruh Pengembangan Karir Dan Kompetensi Terhadap Kepuasan Kerja Yang Berdampak Pada Kinerja Pegawai Negeri Sipil Dinas Kelautan Dan Perikanan Provinsi Jawa Barat," *At-Tadbir J. Ilm. Manaj.*, vol. 6, no. 1, pp. 81–93, 2022.
- [45] M. N. Y. H. S. N. Q. Putri, "Position Promotion and Employee Performance in The Regional Secretariat of Makassar City," *J. Ilm. Ilmu Adm. Publik*, vol. 9, no. 2, pp. 327–334, 2020.
- [46] P. R. C. B. P. U. T. Handyman, "The Influence Of Compensation, Job Promotion, And Job Satisfaction On Employee Performance Of Mercubuana University," *www.ijbmm.com Int. J. Bus. Mark. Manag.*, vol. 5, no. 2, pp. 2456–4559, 2020.
- [47] S. H. S. S. U. Udina, "The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia," *Manag. Sci. Lett.*, vol. 10, no. 9, pp. 2107–2112, 2020.
- [48] L. Sigalingging, "Analysis of Effect Promotion and Motivation To Work on the Performance of Employees Job Satisfaction As an Intervening ...," *Medan Int. Conf. Econ. Bus.*, vol. 1, no. 1, pp. 1–9, 2019.
- [49] C. B. L. M. M. D. C. T. Vesa Suutari, "The Effect Of International Work Experience On The Career Success Of Expatriates: A Comparison Of Assigned And Self-Initiated Expatriates," *Hum. Resour.*

- Manage.*, vol. 45, no. 1, pp. 127–145, 2017.
- [50] H. H. A. F. S. Niehoff, "Covid-19, social class and work experience in Germany: inequalities in work-related health and economic risks," *Eur. Soc.*, vol. 23, no. S1, pp. S495–S512, 2021.
- [51] A. Rachman, "The Influence of Competence and Discipline of the Crew on the Performance of PT. Djakarta Lloyd," *Int. J. Innov. Creat. Chang.*, vol. 8, no. 12, pp. 253–269, 2019.