

Analysis of Competency and Work Discipline on Promotion With Work Motivation as An Intervening Variable at The National Narcotics Agency of North Sumatra Province

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ABSTRAK

Promosi jabatan merupakan aspek strategis dalam manajemen sumber daya manusia pada organisasi pemerintah, termasuk Badan Narkotika Nasional Provinsi Sumatera Utara (BNNP Sumut), yang memiliki peran penting dalam penanggulangan dan pencegahan penyalahgunaan narkotika. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi dan disiplin kerja terhadap promosi jabatan dengan motivasi kerja sebagai variabel intervening pada BNNP Sumatera Utara. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi dan sampel penelitian adalah seluruh pegawai tetap BNNP Sumatera Utara yang berjumlah 84 orang. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan metode Partial Least Square (PLS) dengan bantuan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa kompetensi dan disiplin kerja berpengaruh positif dan signifikan terhadap motivasi kerja. Selain itu, kompetensi dan disiplin kerja juga berpengaruh positif dan signifikan terhadap promosi jabatan. Motivasi kerja terbukti berpengaruh positif dan signifikan terhadap promosi jabatan. Hasil pengujian pengaruh tidak langsung menunjukkan bahwa motivasi kerja mampu memediasi secara signifikan pengaruh kompetensi dan disiplin kerja terhadap promosi jabatan. Nilai koefisien determinasi menunjukkan bahwa kompetensi, disiplin kerja, dan motivasi kerja mampu menjelaskan sebesar 60% variasi promosi jabatan. Temuan penelitian ini menunjukkan bahwa promosi jabatan yang objektif dan efektif di lingkungan BNNP Sumatera Utara dapat dicapai melalui penguatan kompetensi pegawai, peningkatan disiplin kerja, serta pengelolaan motivasi kerja secara berkelanjutan. Hasil penelitian ini diharapkan dapat menjadi bahan pertimbangan bagi pimpinan dalam merumuskan kebijakan pengembangan karier yang transparan, adil, dan berbasis merit.

ABSTRACT

Promotion is a strategic aspect of human resource management in government organizations, including the North Sumatra Provincial National Narcotics Agency (BNNP Sumut), which has a crucial role in combating and preventing drug abuse. This study aims to analyze the effect of competence and work discipline on promotion with work motivation as an intervening variable at BNNP North Sumatra. This study uses a quantitative approach with a survey method. The population and sample of the study are all 84 permanent employees of BNNP North Sumatra. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method with the help of the SmartPLS application. The results show that competence and work discipline have a positive and significant effect on work motivation. In addition, competence and work discipline also have a positive and significant effect on job promotion. Work motivation is proven to have a positive and significant effect on job promotion. The results of the indirect effect test show that work motivation can significantly mediate the effect of competence and work discipline on job promotion. The coefficient of determination value shows that competence, work discipline, and work motivation can explain 60% of the variation in job promotion. The findings of this study indicate that objective and effective promotion at the North Sumatra BNNP can be achieved by strengthening employee competence, improving work discipline, and managing work motivation in a sustainable manner. The results of this study are expected to be taken into consideration by leaders in formulating transparent, fair, and merit-based career development policies.

INTRODUCTION

Promotion is one of the strategic instruments in human resource management that serves to improve organizational performance, while also rewarding employee contributions. In the context of government agencies such as the North Sumatra Provincial National Narcotics Agency (BNNP Sumut), promotion is not only related to employee career advancement, but also has a direct impact on the effectiveness of the implementation of tasks related to the eradication, prevention, and control of narcotics abuse. According to Wirtz & Lovelock (2022), job promotions will be optimal if they are based on merit, competence, and performance track records, rather than solely on seniority or subjective preferences. Therefore, BNNP North Sumatra needs an objective, transparent, and accountable job promotion system.

One important factor that influences job promotion is employee competence. Competence includes knowledge, skills, and individual abilities in carrying out assigned tasks. Afandi (2021) explains that high

competence will improve work quality and employee readiness to take on greater responsibilities. In institutions such as BNNP, which have operational, investigative, and administrative tasks, competence is an important element to ensure that employees are able to work professionally. However, in various government agencies, including BNNP North Sumatra, there are often variations in the level of competence among employees due to differences in educational background, experience, and training received. This condition can lead to imbalances in job promotion opportunities if not managed systematically.

In addition to competency, work discipline is also a significant determinant in the promotion process. Good discipline is reflected in punctuality, adherence to rules, job responsibility, and work behavior that reflects integrity. Simamora's (2024) research shows that work discipline has a positive and significant relationship with promotion, where employees with high levels of discipline are more trusted to occupy positions with greater authority. At BNNP North Sumatra, which demands high compliance with SOPs, codes of conduct, and task safety principles, discipline is an absolute prerequisite for the organization to carry out its narcotics eradication functions optimally. However, the phenomenon in the field often shows that not all employees have consistent levels of discipline, which has the potential to hinder their career progress.

Although competence and work discipline influence job promotion, recent studies have found that these two factors often work through an intermediary variable, namely work motivation. According to Robbins & Judge (2021), work motivation can strengthen the relationship between competence and performance, as well as influence how employees apply discipline in their daily tasks. Competent employees with low motivation tend not to perform at their best, which results in fewer promotion opportunities. Conversely, employees with high motivation will work more productively, proactively, and exhibit positive work behaviors that form the basis for promotion considerations. This is reinforced by a study by Santoso & Alamsyah (2024), which states that work motivation acts as a mediating variable in the relationship between competence, discipline, and career advancement.

At BNNP North Sumatra, employee work motivation can be influenced by various factors such as the work environment, clarity of career paths, rewards, workload, and supervision from superiors. If work motivation is not taken into account, the competence and discipline possessed by employees may not be able to contribute optimally to the promotion process. This condition highlights the importance of designing research that can test whether work motivation is a link between competence and work discipline and promotion.

LITERATURE REVIEW

Promotion

According to Wibowo (2022) in his book *Performance Management*, job promotion is the process of elevating an employee's position within an organization, accompanied by an increase in responsibilities, authority, and rewards as a form of recognition for the employee's performance, competence, and contributions.

Factors Affecting Promotion

In his book *Performance Management*, Wibowo (2022) explains that job promotion is influenced by several factors related to performance, competence, work behavior, and individual potential. Performance is the main basis for promotion, because promotion is a form of reward and recognition for employee performance. Competence is the main requirement for an employee to be able to perform duties in a higher position. Potential, promotion not only rewards performance, but also considers the future potential of employees, such as Work behavior encompasses work ethic, integrity, professionalism, and discipline, all of which are basic requirements for promotion. Loyalty and Work Commitment, loyalty as a form of commitment to the organization, which is a factor in career development, including promotion. Seniority and Length of Service (Supporting Factor, Not a Primary Factor), Seniority is not a primary factor, but it remains a supporting consideration in certain organizations. Education and Training (Learning & Development), capacity building through education and training prepares employees for higher positions.

Job Promotion Indicators according to Wibowo (2022)

The following are indicators in the study that refer to Wibowo (2022), Promotion increase in the structural or functional position of employees to higher and more strategic positions. Increased Responsibility, employees receive additional tasks, greater responsibilities, and more complex roles within the organization. Increased Authority, employees have greater power in decision-making, resource management, or supervision of work units or teams. Increased Income and Benefits, promotions are generally accompanied by increased compensation, whether in the form of base salary, position

allowances, or facilities. Career Development Opportunities, promoted employees have broader opportunities for competency improvement and access to training, coaching, and the next career path.

Work Motivation

According to Robbins & Judge (2021), work motivation is the internal and external drive that determines how hard a person works, what they focus their efforts on, and how long they can maintain those efforts to achieve organizational goals.

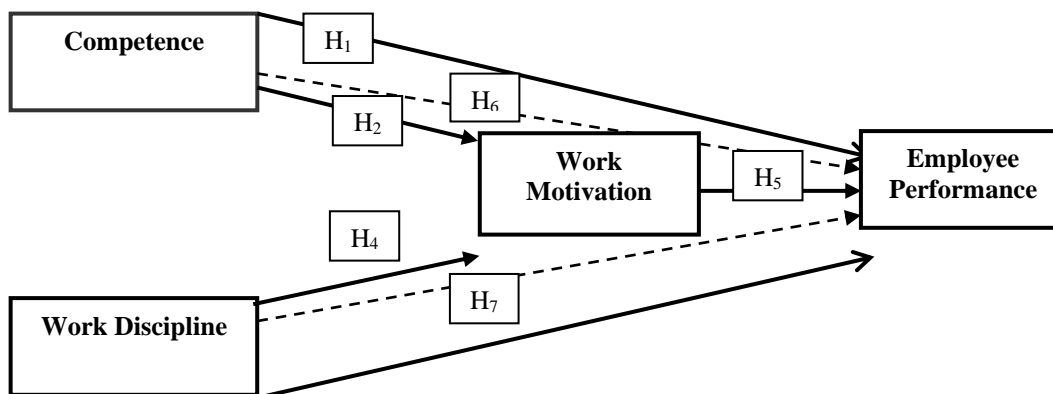
Work Discipline

Mangkunegara (2021) defines work discipline as an individual's willingness to obey the rules and work standards set by the organization, as well as demonstrating responsibility in carrying out tasks consistently.

Competence

Sutrisno (2020) defines competency as the abilities and characteristics of an individual that are used to perform work or tasks in a particular field.

Figure 1. Conceptual Framework



Research Hypothesis

- H₁ : Competence has a positive and significant effect on work motivation at the North Sumatra Provincial Narcotics Agency.
- H₂ : Work discipline has a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
- H₃ : Competence has a positive and significant effect on job promotion at the North Sumatra Provincial National Narcotics Agency.
- H₄ : Work discipline has a positive and significant effect on job promotion at the North Sumatra Provincial National Narcotics Agency.
- H₅ : Work motivation has a positive and significant effect on job promotion at the North Sumatra Provincial National Narcotics Agency.
- H₆ : Work motivation mediates the effect of competency on job promotion at the North Sumatra Provincial National Narcotics Agency.
- H₇ : Work motivation mediates the effect of work discipline on job promotion at the North Sumatra Provincial National Narcotics Agency.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing competence and work discipline in relation to job promotion with work motivation as an intervening variable at the North Sumatra Provincial National Narcotics Agency.

RESULTS AND DISCUSSION

Validity Test

Table 1. Outer Loadings Values

	Competence	Job Motivation	Job Promotion	Work Discipline
X1.1	0.801			
X1.2	0.775			
X1.3	0.876			
X1.4	0.828			
X1.5	0.791			
X1.6	0.795			
X2.1				0.851
X2.2				0.855
X2.3				0.871
X2.4				0.857
X2.5				0.840
Y.1			0.814	
Y.2			0.821	
Y.3			0.775	
Y.4			0.873	
Y.5			0.804	
Z.1		0.742		
Z.2		0.761		
Z.3		0.883		
Z.4		0.889		
Z.5		0.902		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

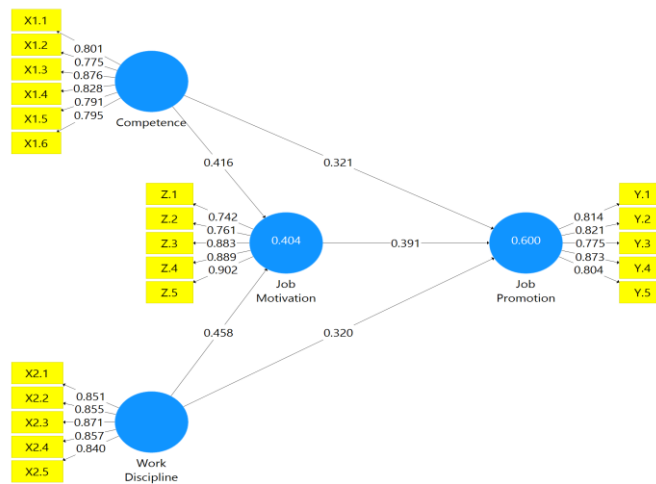


Figure 2. Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.416X_1 + 0.458Z + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.321 X_1 + 0.320X_2 + 0.391Z + e_2$$

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competence	0.897	0.903	0.921	0.659
Job Motivation	0.892	0.899	0.921	0.702
Job Promotion	0.876	0.878	0.910	0.669
Work Discipline	0.908	0.922	0.931	0.731

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R²)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Job Motivation	0.404	0.389
Job Promotion	0.600	0.585

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the work motivation variable, the R square value is 0.404, meaning that the influence of work competence and work discipline () is 0.404 or 40.4%, with the remainder attributable to other variables outside the model. The R-square value for job promotion is 0.600, meaning that competency, work discipline, and work motivation account for 0.600 or 60%, with the remainder attributable to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Competence -> Job Promotion	0.321	4.462	0.000	Accepted
Competence -> Job Motivation	0.416	4.212	0	Accepted
Work Discipline -> Job Promotion	0.320	3,500	0.001	Accepted
Work Discipline -> Job Motivation	0.458	5.675	0.000	Accepted
Job Motivation -> Job Promotion	0.391	4,130	0	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values such as Competence has a positive and significant effect on job promotion with a t-statistic value of 4.462 above 1.96 and a significance of 0.000 below 0.05, meaning that competence has a real effect on job promotion because the significance value is below 0.05. The results of this study are consistent with previous research, namely that competency has a positive and significant effect on job promotion (Ferne & Surya, 2025).

Competence has a positive and significant effect on work motivation with a t-statistic value of 4.212 above 1.96 and a significance of 0.000 below 0.05, meaning that competence has a real effect on work motivation because the significance value is below 0.05. The results of this study are consistent with previous research, namely that competence has a positive and significant effect on work motivation (Fauzi & Indrawan, 2023).

Work discipline has a positive and significant effect on job promotion, with a t-statistic value of 3.500 above 1.96 and a significance of 0.001 below 0.05, meaning that job satisfaction has a significant effect on teacher performance because the significance value is below 0.05. The results of this study are consistent with previous research, namely that work discipline has a positive and significant effect on job promotion (Mesra et al., 2024).

Work discipline has a positive and significant effect on work motivation with a t-statistic value of 5.675 above 1.96 and a significance of 0.000 below 0.05, meaning that work discipline has a real effect on work motivation because the significance value is above 0.05. The results of this study are in line with previous studies, namely that work discipline has a positive and significant effect on work motivation (Wahyudi & Rahayu, 2025).

Work motivation has a positive and significant effect on job promotion with a t-statistic value of 4.130 above 1.96 and a significance of 0.000 below 0.05, meaning that work motivation has a real effect on job promotion because the significance value is below 0.05. The results of this study are in line with previous research findings, namely that work motivation has a positive and significant effect on job promotion (Mesra et al., 2025).

Indirect Effects Between Variables

The indirect effect between variables can be seen in the *specific indirect effects* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Competence -> Job Motivation -> Job Promotion	0.163	2.747	0.006	Accepted
Work Discipline -> Job Motivation -> Job Promotion	0.179	3.318	0.001	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Competence has a positive and significant effect on job promotion through work motivation with a t-statistic value of 2.747 above 1.96 and a significance value of 0.006 below 0.05, meaning that work motivation acts as an intervening variable between competence and job promotion.
2. Work discipline has a positive and significant effect on job promotion through work motivation with a t-statistic value of 3.318 above 1.96 and a significance value of 0.001 below 0.05, meaning that work motivation acts as an intervening variable between work discipline and job promotion.

CONCLUSION

1. Competence has a positive and significant effect on work motivation at the North Sumatra Provincial Narcotics Agency.
2. Work discipline has a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
3. Competence has a positive and significant effect on job promotion at the North Sumatra Provincial National Narcotics Agency.
4. Work discipline has a positive and significant effect on job promotion at the North Sumatra Provincial National Narcotics Agency.
5. Work motivation has a positive and significant effect on job promotion at the North Sumatra Provincial National Narcotics Agency.
6. Work motivation mediates the effect of competence on job promotion at the North Sumatra Provincial National Narcotics Agency.
7. Work motivation mediates the effect of work discipline on job promotion at the North Sumatra Provincial Narcotics Agency.

RECOMMENDATIONS



1. The lowest-rated promotion statement is "Promotion provides greater authority in work decision-making." Therefore, the recommendation is that the North Sumatra Provincial National Narcotics Agency should ensure that promotions are accompanied by the granting of clear authority and responsibility in work decision-making, so that promoted employees can perform their roles optimally and feel valued for their promotion.
2. Work motivation with the lowest score was "I work with high enthusiasm and energy in carrying out my duties." The North Sumatra Provincial National Narcotics Agency is advised to improve employee work motivation by giving awards for performance, strengthening leadership support, and creating a conducive work environment so that employees work with higher enthusiasm and energy in carrying out their duties.
3. Work discipline with the lowest score of "I am fully responsible for every task I carry out." The North Sumatra Provincial National Narcotics Agency is advised to strengthen the culture of work responsibility by emphasizing performance standards, consistent supervision, and leadership role models, so that every employee has discipline and a sense of full responsibility for the tasks carried out.
4. Competence with the lowest value statement "I have the skills necessary to complete my work effectively and professionally." The North Sumatra Provincial National Narcotics Agency is advised to improve employee competence through technical training and continuous work skill development, so that employees are able to carry out their duties effectively and professionally as a basis for consideration for promotion.

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