

DETERMINANTS OF EMPLOYEE PERFORMANCE: THE ROLE OF TRAINING, WORK EXPERIENCE, AND JOB PROMOTION**Wan Muhammad Kudri¹, Michael Fernandho², Layla Hafni³, Ikas Miran⁴, and Alexander Rocky⁵**^{1,2,3,4,5}Institut Bisnis dan Teknologi Pelita IndonesiaEmail: wanmuhamad.kudri@lecturer.pelitaindonesia.ac.idDOI: <https://doi.org/10.35145/procuratio.v14i2.6013>

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ABSTRACT

The purpose of this study was to find out the magnitude and significance of the training, work experience and promotions on employee performance at PT BOS. The population of this research is company employees with a research sample of 50 people taken with a saturated sampling technique, the analytical method used is Multiple Linear Regression Analysis with SPSS v20. The results of this study indicate that training has a significant effect on employee performance. Work experience has a significant effect on employee performance. Promotion has a significant effect on employee performance. To improve the performance of employees of PT. BOS Pekanbaru should be able to review the training program and be able to pay more attention to the promotion of appropriate positions in the field and education so that employees are more loyal and devoted to PT. BOS and can improve employee performance.

Keywords: Training; Work Experience; Promotion; Performance***DETERMINAN KINERJA KARYAWAN: PERAN PELATIHAN, PENGALAMAN KERJA, DAN PROMOSI JABATAN******ABSTRAK***

Tujuan penelitian ini adalah untuk menganalisis pengaruh pelatihan, pengalaman kerja, dan promosi terhadap kinerja karyawan di PT BOS. Populasi penelitian ini adalah karyawan perusahaan dengan sampel penelitian sebanyak 50 orang yang diambil menggunakan teknik sampling jenuh; metode analisis yang digunakan adalah Analisis Regresi Linear Berganda dengan bantuan perangkat lunak SPSS v20. Hasil penelitian menunjukkan bahwa pelatihan berpengaruh signifikan terhadap kinerja karyawan. Pengalaman kerja berpengaruh signifikan terhadap kinerja karyawan. Promosi berpengaruh signifikan terhadap kinerja karyawan. Untuk meningkatkan kinerja karyawan, PT BOS Pekanbaru sebaiknya meninjau kembali program pelatihan serta lebih memperhatikan promosi jabatan yang sesuai dengan bidang dan latar belakang pendidikan, sehingga karyawan menjadi lebih setia dan berdedikasi kepada perusahaan serta kinerja mereka dapat meningkat.

Kata Kunci: Pelatihan; Pengalaman Kerja; Promosi; Kinerja

INTRODUCTION

Human resources are the main key in a company's activities, because the company will be managed by human resources and the success of a company is greatly influenced by the competitive ability of its human resources. Employees are human resources who work in the company. Human resource management must be carried out by every company or organization which generally aims to achieve company goals effectively and efficiently. To achieve company goals, the company needs to develop its employees so that they can improve employee skills and work abilities.

Through training programs, companies really hope that their employees' potential can increase to the standards desired by the company, or at least close to the standards desired by the company. If an employee already has good work skills after participating in training provided by the company, then in a certain length of work the employee will have work experience. This work experience is generally obtained from training and the length of time a person works in a company.

An employee who often attends training, has a long working period and has good work results will definitely be retained by the company. One way for companies to retain good employees is by giving them job promotions. A higher position will certainly make an employee more motivated to work better, because when the position increases, not only do the obligations increase, but employee rights such as salary, wages, allowances, etc. will also increase.

PT BOS was established in 2012, a company engaged in mining, taking materials in the form of gravel and sand that will be used for construction materials. PT BOS continues to experience development every year but also faces many challenges in developing the company. One of the challenges in this development is employee performance. Employee performance at PT BOS is indeed quite good, this must be maintained or even improved in order to improve the company's competitiveness. The following is employee performance data obtained from the company:

The company's internal report data recorded that in 2018 there was an employee achievement of 92% of the company's minimum expectation of 92% which is a percentage of achievement of 100% and the target was achieved. In 2019 there was a decrease in employee achievement of 3% to 89%, with the company's minimum expectation of 92% and the achievement percentage of 96.74%, so that the company's target has not been achieved. In 2020 there was a slight decrease of 1%, employee achievement became 88%. With the company's expectation of 92%, the achievement percentage was 95.67% which resulted in it not being achieved.

Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). The performance of PT BOS employees is good and reaches the company's expectations in 2018, which is 92%, but has decreased and has not reached the company's expectations in 2019 and 2020. Employee performance assessment at PT BOS is carried out by assessing the level of attendance, punctuality of work attendance and punctuality of submission of work results. If employees are late or absent, the working hours will be reduced, so that the work results will be completed more slowly. The punctuality of submission of work results that is not optimal can certainly disappoint the company.

Many factors can cause this performance problem. Training is an education provided by the company to employees that aims to improve employee skills so that they are skilled at work, if employees have good skills then the work results produced will be correct and precise. Training can affect employee performance, this is in accordance with the results of the study Yusnita & Fadhil (2015) and Yulistiyono & Solahudin (2018) which concluded that training affects employee performance.

In addition to training, work experience also determines employee performance. Employees with long work experience will certainly be more confident and precise in working because they have been equipped with maximum work skills. If employees do not have work experience, they will be confused in doing their work so that the work results produced are also not optimal, this is in accordance with the results of the study Husain (2018) and Maskhufatus et al. (2018) concludes that training has a positive effect on performance. While the study Pakhpahan et al. (2014) concluded that training did not have a significant effect on performance.

Employee performance that has not reached the company's target can also be caused by low job promotions in the company. If the company clearly sets the requirements for getting a job promotion, then employees will try their best to work well in order to get this promotion opportunity. The results of the study Ritonga & Lubis (2015) concluded Husna & Ganar (2021) that job promotions have a positive effect on employee performance.

The results of the study Septiani (2015) stated simultaneously the significant influence of training, work experience and job promotion on performance. From the description of several problems in the performance of PT BOS in Pekanbaru and based on previous research, the author suspects that low training, work experience and job promotion are the causes of less than optimal performance.

The purpose of this study is to determine and analyze the influence of training, work experience, and promotion on the performance of PT BOS employees.

LITERATURE REVIEW

Performance

The definition of performance according to Sedarmayanti (2011) is a translation of the word performance which means the result of an employee or worker's work, a management process in which the results of the work must have concrete evidence that can also be measured. According to Kusriyanto, (Mangkunegara, 2017) performance is a comparison of the results achieved with the participation of the workforce per unit of time. According to performance (Wibowo, 2013) comes from the word performance which means the results of work or work achievements. However, it should be understood that performance is not just the results of work or work achievements, but also includes how the work process takes place. According to Gomes, in (Mangkunegara, 2017) the definition of employee performance as an expression such as output, efficiency and effectiveness are often associated with productivity.

According to Mangkunegara (2017) employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Mathis and Jackson in (Priansa, 2014) stated that performance is basically what is done or not done by employees in carrying out their work. Meanwhile, according to Mangkunegara (2011), performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Relationship between Training and Performance

The definition of training according to Sikula in Mangkunegara (2017), training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills in limited objectives. According to Suwatno & Priansa (2018) training is a systematic process of changing the behavior, knowledge and work motivation of workers in attendance to improve the suitability between employee characteristics and job standards. According to Rivai & Sagala (2018) defines training as a part of education that concerns the learning process to acquire and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice rather than theory. Meanwhile, skills include the understanding of physical skills, intellectual skills, social skills, managerial skills, and others. According to (Sutrisno 2015) the training indicators are: (1) Materials required, (2) methods used, (3) training instructor skills, (4) facilities, (5) training participants and (6) training evaluation.

Training concerns improving self-quality in helping the contribution of the company that is working now. The company needs effective and efficient results, the training provided by the company is in the form of theory and practice. Environmental aspects also support employees who deserve to get better results. Training is defined as how ready he is in carrying out the process obtained by the means that are pleasing to the individual.

According to Dessler (2011) training is the process of teaching new employees the skills they need to do their jobs. Training refers to the methods used to provide new or existing employees with the skills they need to do their jobs. Specifically, training needs analysis is one solution to improve or enhance employee performance in a company (Marwansyah, 2017). Meanwhile, according to Anthony in Edison (2016) training is defined as a program that aims to maintain and improve individual performance in a company.

H1: Training has a positive effect on performance at PT BOS.

Relationship between work experience and performance

According to Septiani (2015) work experience, it is interpreted as a reference for employees to be able to position themselves appropriately, according to conditions, dare to take risks, be able to face challenges with full responsibility and be able to produce competent individuals in their fields. Work experience is also interpreted as an employee's understanding of something they do in a certain period of time which increases work skills so that the results of the tasks produced are good (Hafni & Salim, 2018). According to Susanto (2020) states that the indicators of work experience are: (1) Indicator of length of work, (2) Level of knowledge and skills; and (3) Mastery of work.

According to Septiani (2015) work experience is interpreted as a reference for employees to be able to position themselves appropriately, according to conditions, dare to take risks, be able to face challenges with full responsibility and be able to produce competent individuals in their fields. Work experience is also interpreted as an employee's understanding of something they do in a certain period of time which increases work skills so that the results of the tasks produced are good (Hafni & Salim, 2018).

Experience is one of the important factors to improve employee performance both in quality and quantity (Maskhufatus et al., 2018). Work experience can be a person's capital when doing a job, someone with long working hours will have good skills, of course, will be more trusted by the company (Maskhufatus et al., 2018). From several opinions, it is concluded that work experience is the length of time someone has been doing their job which makes this person improve their work skills so that they produce good work results and in accordance with the company's wishes.

H2: Work experience has a positive effect on employee performance at PT BOS.

Relationship between Job Promotion and Performance

Job promotion is when someone is moved from one job to another job that has greater responsibilities and tasks (Septiani, 2015). Promotion is a transfer that increases *the authority* and *responsibility* of employees to a higher position in the company, so that their obligations, rights, status and income are greater (Hasibuan, 2013). Promotion is a transfer within a company to another position so that status and salary increase (Yulistiyono & Solahudin, 2018). Job promotion is an activity to optimize human resources in the company, besides that job promotion also aims to regenerate human resources in the company (Ritonga & Lubis, 2015). According to Hasibuan (2013) states that job promotion indicators are: (1) Honesty, (2) Discipline, (3) Work performance, (4) Cooperation, (5) Skills, (6) Loyalty, (7) Loyalty, (8) Leadership and (8) Education.

Promotion is when an employee is moved from a smaller responsibility to a larger responsibility, and has a higher position than before (Ritonga & Lubis, 2015). Job promotion is also interpreted as a process of changing jobs to other jobs, which have more burdens, responsibilities and authority than before (Yulistiyono & Solahudin, 2018). Job promotion is the transfer of an employee from one position to another higher position and is balanced with increasing duties, responsibilities, salaries, obligations (Rahayu, 2017).

H3: Job promotion has a positive effect on employee performance at PT BOS.

Relationship of Thinking Framework to Performance

A framework is a temporary explanation of a phenomenon that is the object of our problem, so that the variables to be studied will be clearly designed. Figure 1 shows the framework of this research.

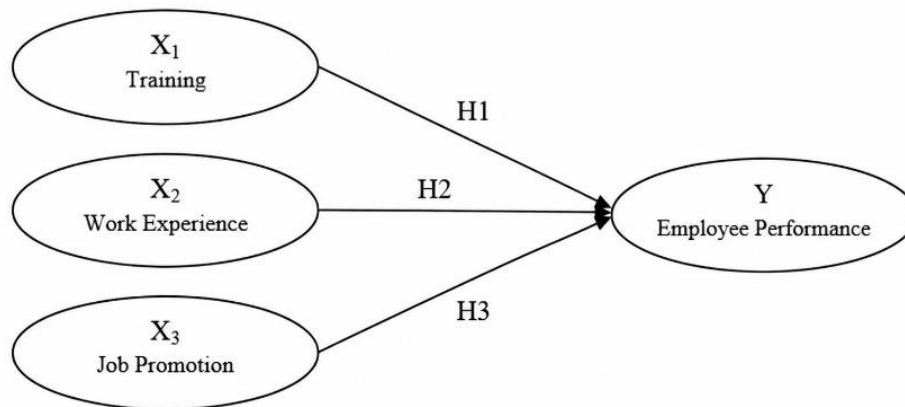


Figure 1. Research Framework

RESEARCH METHODS

Population and Sample

In this study, the population is PT BOS employees in 2020, totaling 50 people. By using the saturated sampling technique, the sample in this study is the entire population, which is 50 people.

Data Analysis Methods

The analysis model in this study is multiple linear regression. Multiple regression is a method used to test the simultaneous influence of several independent variables on the dependent variable (Ngalim, 2011).

Testing Methods

Validity Test

The results of the validity test of Training, Work Experience and Job Promotion from 50 respondents and 40 statement items and Employee Performance Variables consisting of 50 respondents and 10 statement items. The value of the validity coefficient (r_{count}) of each statement item must also be greater than the $r_{\text{table value}}$. R_{table} is sought at a significance of 0.05 with a 1-sided test with the formula $n-2$ where (n) = sample, then the r_{table} is 0.2403. Therefore, it can be concluded that all variables are valid.

Reliability Test

Reliability is determined based on the proportion of total variance that is the actual total variance. The greater the proportion means the higher the reliability with the *cronbach alpha statistical test*. If the *Cronbach's Alpha value* > 0.6 then the question or indicator is said to be *reliable* (Arikunto, 2014).

From the results of data analysis, the Alpha coefficient value was obtained, namely the Training variable, which is 0.968, the Work Experience variable, which is 0.942, the Job Promotion variable, which is 0.867, and the Employee Performance variable, which is 0.896, the Training variable is in the high category, so it can be concluded that all variables are reliable and reliable.

RESULT AND DISCUSSION

Classical Assumption Test

Multicollinearity Test

According to Ghozali (2013) the multicollinearity test aims to test whether the regression model finds a correlation between independent variables. To test multicollinearity by looking at the VIF value of each independent variable, if the VIF value <10 , then it can be concluded that the data is free from multicollinearity symptoms.

Table 1. Multicollinearity Test Results

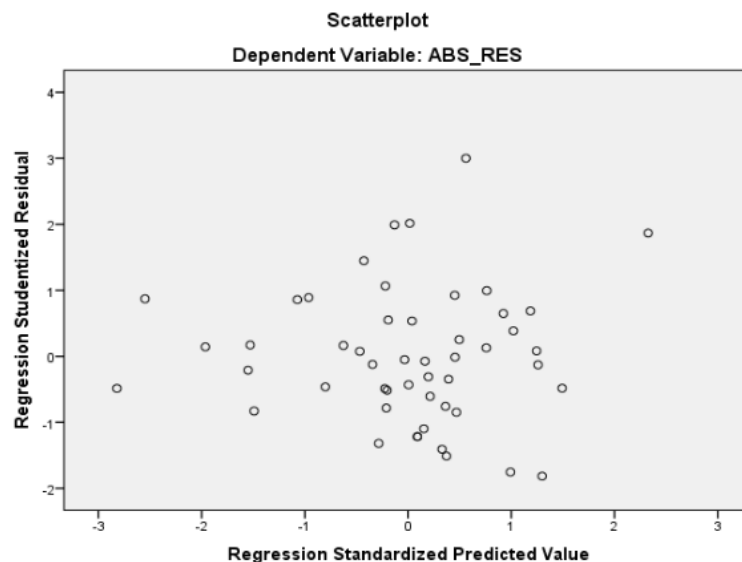
Coefficients ^a		Collinearity Statistics
Model		
1	(Constant)	
	X1	2,136
	X2	2,053
	X3	1,176

Source: Processed Data, 2025

From Table 1, it can be seen that the variables Training, Work Experience and Job Promotion have tolerance values approaching 1 and VIF also shows the same thing, where none of the independent variables have a VIF value above 10. So it can be concluded that there is no multicollinearity between the independent variables, so the regression model does not experience multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residual of one observation to another observation. If the variance from the residual of one observation to another remains, then it is called Homoscedasticity and if it is different it is called Heteroscedasticity. A good regression model is Homoscedasticity or no Heteroscedasticity. In this study, the heteroscedasticity test used is the scatterplot test.



Source: Processed Data, 2025

Figure 2. Heteroscedasticity Test Results

From Figure 2, it can be seen that the results of the heteroscedasticity test with a scatterplot show that the data is randomly spread above and below zero on the Regression Studentized Residual axis, meaning that the regression model in this study is free from symptoms of heteroscedasticity.

Normality Test

The normality test aims to test whether in the regression model, the confounding variables or residuals have a normal distribution. As is known, the t and F tests assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test becomes invalid for small sample sizes (Ghozali, 2013). To conduct

the normality test, the One-Sample Kolmogorov-Smirnov Test is used with the help of the SPSS v.20 program which can be seen as follows:

Table 2. Results of the One-Sample Kolmogorov-Smirnov Test for Normality

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,23944817
Most Extreme Differences	Absolute	,078
	Positive	,078
	Negative	-,069
Test Statistics		,078
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: Processed Data, 2025

Based on the data in Table 2, it shows the results of the normality test using the Kolmogorov-Smirnov test with the One-Sample Kolmogorov-Smirnov Test value of 0.200 which is greater than 0.05 (significance level) and the Asymp.Sig. (2- tailed) value of 0.200 which is greater than 0.05 (significance level) so that it can be concluded that the test data is normally distributed.

Autocorrelation Test

According to Arikunto (2014) , autocorrelation is used to determine whether or not there is a deviation from the classical assumption of autocorrelation, namely the correlation that occurs between the residuals in one observation with other observations in the regression model. The prerequisite that must be met is the absence of autocorrelation in the regression model.

Table 3. Autocleaning Test Results

		Runs Test
		Unstandardized Residual
Test Value ^a		,0000000
Cases < Test Value		22
Cases >= Test Value		28
Total Cases		50
Number of Runs		24
Z		-,476
Asymp. Sig. (2-tailed)		,634

Source: Processed Data, 2025

From Table 3, it can be seen that Asymp 0.634 means that there is no autocorrelation in the regression model.

F Test

The F test is used to show the influence of all independent variables on the dependent variable. In this study, the degree of confidence or level of significance (α) used is 5% (0.05). The basis for decision making is by comparing the F value of the test results (F_{count}) with the F value based on the table (F_{table}) or with a level of confidence of 0.05. Where if $F_{\text{count}} > F_{\text{table}}$ or has a level of significance < 0.05 , then H_0 is rejected and H_1 is accepted, and vice versa.

Table 4. F Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,924	3	3,461	59,623	,000 ^b
	Residual	2,809	46	,061		
	Total	13,734	49			

Source: Processed Results, 2025

Based on the test results presented in Table 4, it is known that the $F_{\text{count value}}$ is 59.623 with an F_{table} of 2.810. This shows that the $F_{\text{count}} > F_{\text{table}}$ with a significant value that is smaller than the predetermined significance level of $0.000 < 0.05$. It can be concluded that there is an influence of Training, Work Experience, and Job Promotion together on Employee Performance.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) reflects how much variation in the dependent variable Y can be explained by the variable X (Ghozali, 2013). The value of the coefficient of determination is between zero and one. (Ghozali, 2016). This study uses adjusted R^2 , where the closer the value is to one, the better the model's ability to explain the dependent variable.

Table 5. Results of the Determination Coefficient Test (R^2)

Model Summary ^b					
Model	R	R Square	Adjusted R	Std. Error of the	Durbin-Watson
1	,892 ^a	,795	,782	,247133	1,972

Source: Processed Data, 2025

From Table 5 it can be seen that the Adjusted R^2 is 0.782 or 78.2%. This shows that Training, Work Experience, and Job Promotion affect Employee Performance by 78.2% while the remaining 21.8% is explained by other variables outside this research model.

t-test

To examine the partial effects of Training, Work Experience, and Job Promotion on Employee Performance, a t-test was conducted. This test compares the calculated t-value with the t-table value. The t-table value was determined based on the degrees of freedom (df), using the formula $df = n - k - 1$, where n represents the total number of observations and k represents the number of independent variables. With 50 observations and three independent variables, the degrees of freedom were calculated as $50 - 3 - 1 = 46$. Using a significance level of 0.05, the t-table value was 1.67866. The results of the t-test are presented in Table 6.

Table 6. t-Test Results

Variables	T	Significant	Information
Training (X_1)	3,672	,001	Significant
Work Experience (X_2)	5,532	,000	Significant
Job Promotion (X_3)	2,116	,040	Significant

Source: Processed Data, 2025

Based on the results presented in Table 6, Training has a calculated t-value of 3.672. Since the calculated t-value is greater than the t-table value ($3.672 > 1.67866$) and the significance value is less than 0.05 ($0.001 < 0.05$), the hypothesis is accepted. Therefore, Training has a positive and significant effect on Employee Performance.

Work Experience has a calculated t-value of 5.532. Since the calculated t-value is greater than the t-table value ($5.532 > 1.67866$) and the significance value is less than 0.05 ($0.000 < 0.05$), the hypothesis is accepted. Therefore, Work Experience has a positive and significant effect on Employee Performance.

Job Promotion has a calculated t-value of 2.116. Since the calculated t-value is greater than the t-table value ($2.116 > 1.67866$) and the significance value is less than 0.05 ($0.040 < 0.05$), the hypothesis is accepted. Therefore, Job Promotion has a positive and significant effect on Employee Performance.

Discussion

The Impact of Training on Employee Performance

Training in this study is variable X_1 which has a significant positive influence on Employee Performance. This means that the better and more comfortable the training, the higher the employee's interest in improving performance. The importance of training in improving employee performance can be seen from the tendency of employees to assess that the higher the training offered, the better the quality of the employee.

Based on the respondents' answers to the training variables, it shows that the training offered by PT. BOS Pekanbaru to employees is higher compared to other companies, so that employees are quite good at training by not being embarrassed to do presentations and the answers to the questions given are easy to understand, therefore training has a significant positive effect on employee performance.

The results of this study are in line with research conducted by Charlie (2015) which shows that training has an effect on employee performance.

The Influence of Work Experience on Employee Performance

Work Experience in this study is a variable X_2 that has a significant positive influence on Employee Performance. This means that the better the work experience carried out by the company, the higher the employee performance will be for the company. The importance of work experience in improving employee performance can be seen from the results of the study where the tendency of employees to work long enough in the company and in accordance with their field of work,

Based on the respondents' answers to the work experience variable indicators, it shows that PT. BOS Pekanbaru requires employees to have work experience in accordance with their field of work, therefore work experience has a positive effect on employee performance.

The results of this study are in line with research conducted by Yulianita (2017) which explains that work experience influences employee performance.

The Influence of Job Promotion on Employee Performance

Job Promotion in this study is variable X_3 which has a significant influence on Employee Performance. This means that the better or worse the Job Promotion on Employee Performance, the more it will affect its performance. This can be seen from the Job Promotion on employee performance by looking at avoiding debates between employees.

Based on the respondents' answers to the Job Promotion variable, it shows that job promotions are in accordance with the employee's education and work to climb a higher position than his current position. Thus, the thing that causes job promotions to have an influence in this study is because the majority of respondents in this study prioritize education levels and complete work together with coworkers so that job promotions affect employee performance.

The results of this study are in line with research conducted by Penny (2015) which shows that job promotions have an impact on employee performance.

CONCLUSION

This study aims to examine the effects of training, work experience, and job promotion on employee performance at PT BOS Pekanbaru. Based on the results of the research and discussion, the following conclusions can be drawn: (1) Training has a significant positive effect on employee performance. (2) Work experience has a significant positive effect on employee performance. (3) Job promotion has a significant positive effect on employee performance.

Based on the findings and conclusions of this study, several recommendations are proposed as follows: For Future Researchers. Future researchers who are interested in conducting similar studies may use this research as a reference and basis for further investigation. Future studies are also encouraged to examine other variables that may influence employee performance and to use broader samples or different research settings to obtain more comprehensive findings.

For the Company. PT BOS Pekanbaru is encouraged to continuously improve the training provided to employees. Training programs should be relevant to employees' job responsibilities and presented using methods that are easy to understand and apply. The company may also conduct interactive training activities, such as question-and-answer sessions, to improve employees' understanding and skills.

Furthermore, the company should provide opportunities for employees to develop their work experience through appropriate job assignments, mentoring, and opportunities to gain practical knowledge. Providing sufficient opportunities for employees to develop their experience may contribute to improving their performance and strengthening their commitment to the company.

Finally, PT BOS Pekanbaru should pay greater attention to the implementation of job promotions by ensuring that promotion decisions are based on employees' qualifications, competencies, work performance, and educational backgrounds. A fair and transparent promotion system may improve employee motivation, satisfaction, and loyalty, which in turn can contribute to improved employee performance.

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