

## Research article

# How to Increase Job Performance at a Local Bank? A Case Study of a Local Bank in Sidoarjo, Indonesia

**Pinastining Tyas and Hasan Ubaidillah**

Universitas Muhammadiyah Sidoarjo, Indonesia

### ORCID

Hasan Ubaidillah: <https://orcid.org/0000-0001-7177-0932>

### Abstract.

This study explored the effect of education, training, and competency levels on job performance with position promotion as an intervening variable at the Bank Jatim Sidoarjo Branch Office. The authors used a quantitative design with hypothesis testing and a questionnaire as the analytical tool. Of the 250 employees of Bank Jatim Sidoarjo Branch Office, they selected a sample of 71 respondents. Study variables were measured using a Likert scale, and data were analyzed through path analysis and *t*-statistic test using the software SmartPLS for Windows v.3. The results showed that (i) the education level; (ii) training; (iii) competence; (iv) education level with promotion as an intervening variable; (v) training with promotion as an intervening variable; (vi) competence with promotion as an intervening variable; and (vii) position promotion all have a significant effect on job performance.

**Keywords:** education level, training, competence, job performance, position promotion

Corresponding Author: Hasan  
 Ubaidillah; email:  
[ubaid@umsida.ac.id](mailto:ubaid@umsida.ac.id)

**Published:** 01 August 2022

Publishing services provided by  
 Knowledge E

© Pinastining Tyas and Hasan  
 Ubaidillah. This article is  
 distributed under the terms of  
 the [Creative Commons](#)  
[Attribution License](#), which  
 permits unrestricted use and  
 redistribution provided that the  
 original author and source are  
 credited.

Selection and Peer-review under  
 the responsibility of the  
 VCOSPILED 2021 Conference  
 Committee.

## 1. Introduction

Human resources are one of the most important resources compared to other resources. Because at this time human expertise is a demand to deliver to the company's success in achieving its goals. Based on the above, in achieving the company's goals will rely more on its human resources, therefore managing its human resources is a demand for every company. Human resources with their expertise can manage other resources for the smooth process of achieving company goals.

Employees who have high morale will be able to carry out their work well so that they can improve employee performance. Work performance is very important for an organization or company to achieve its goals. Work performance is the result of an employee's work during a certain period compared to various possibilities, such as standards, targets or targets or criteria that have been determined in advance and

### OPEN ACCESS

mutually agreed upon. Work performance is indicated as a requirement for promotion. To be able to have good work performance, an employee must have values that are better than other employees including dedication, high competence, sufficient work experience, high level of education, structured human resource education and training, and promotions. good for an organization where the employee works.

In general, companies are more likely to have experienced employees supported by an adequate level of education. The level of education is the stage of education that is determined based on the level of development of students, the goals to be achieved and the will to be developed. A high level of education is expected to produce quality human resources and be able to give the best contribution in achieving company performance [1]. In addition to the level of education, to produce maximum work performance requires a training. Training has an influence on the abilities of employees to be developed and can provide enthusiasm and foster employees to be able to work independently and can also grow employee confidence so that their work performance will increase [2].

To achieve further work performance, it is necessary to have a strong foundation in the form of competence from its employees. Competence is an ability to carry out or perform a job or task, which is based on skills and knowledge, and is supported by the work attitude required by the job. Competence is one of the factors that distinguishes someone who is able to show superior work performance with someone who is not able to show superior work performance [3]. That way, competence becomes very useful to help organizations improve the work performance of their employees.

In addition to the level of education, training and competence, another factor that drives job performance is promotion. Promotion is an opportunity for growth and advancement that can encourage employees. Promotion has a dominant influence on employee work performance [4]. Promotion also has a significant effect on work performance and if there is an increase in employee promotions, it will be able to contribute to improving employee performance.

## 2. Research Methods

### 2.1. Research Sites

The location of this research was conducted at Bank Jatim Indonesia Sidoarjo Branch Office which is located on Jl. Ahmad Yani No.29, Rw1, Sidokumpul, Kec. Sidoarjo, Sidoarjo Regency, East Java 61212.

## 2.2. Operational Definition and Variable Identification

### 1. Operational Definition

#### 2. The level of education

The level of education is an activity of a person in developing his abilities, attitudes, and forms of behavior, both for present life and at the same time preparation for future life through certain organizations or not organized.

#### 1. Training

Training is a process that includes a series of actions (efforts) that are carried out intentionally in the form of providing assistance to workers carried out by training professionals in a unit of time aimed at increasing the work ability of participants in certain fields of work in order to increase effectiveness and productivity in an organization. .

#### 1. Competence

Competence is a person's ability or capacity to do various tasks in a job according to his field.

#### 1. Work Performance

Work performance is the result of employee work in quality and quantity in carrying out their work in accordance with the responsibilities given over a certain period of time.

#### 1. Position Promotion

Promotion is a form of trust and recognition of the agency or organization for the abilities and skills of employees. Promotions can be carried out with the aim of strengthening cooperation between employees.

### 1. Variable Identification and Indicator

The independent variables in this study are the level of education, training, and competence. While the dependent variable in this study is work performance. And the Intervening variable is promotion.

### 2.3. Population and Sample

1. Population: The target population in this study are all employees at Bank Jatim Sidoarjo Branch Office, which is as many as 250 employees.
2. Sample: The sampling technique used is proportional random sampling because the sample members from the population are taken randomly from each department using the Solvin formula. As for the determination of the sample in this study, the respondents who were taken were 71 employees of Bank Jatim Sidoarjo Branch Office.

### 2.4. Data Types and Sources

#### 1. Data Type

This study uses the type of quantitative data. Quantitative data is research data in the form of numbers which are analyzed using statistics [5].

#### 1. Data source

##### (a) Primary data

Primary data is data that is directly obtained from the first data source in the object of research. The primary data in this study came from respondent data regarding the effect of education, training and competence levels on job performance with promotion as an intervening variable at Bank Jatim Sidoarjo Branch Office.

#### 1. (a) Secondary Data

Secondary data is data obtained from the second source of the required data. In this study, secondary data comes from Bank Jatim Sidoarjo Branch Office which includes organizational structure, company profile, vision and mission, along with the number of employees.

### 2.5. Data collection technique

In this study, the data obtained through a questionnaire was conducted online using a google form and measured using a Likert scale. The use of the Likert scale is to measure the opinions, perceptions, and attitudes of a person regarding social phenomena or conditions that occur, with the Likert scale instrument from the measured variables can

use indicators as benchmarks [5]. Questionnaire with a Likert scale using a scale of 1 to 5 in answering the questions given.

### 2.6. Data Analysis Techniques

In this study using path analysis techniques (path analysis). Path analysis is an analytical technique that can be used to analyze how the causal relationship between variables is arranged in a temporary order by utilizing the path coefficient as a value in determining how big the direct and indirect relationship between variables is [5]. In this study, path analysis was performed using the SmartPLS (Partial Least Square) software version 3.0 for Windows.

### 2.7. Conceptual Framework

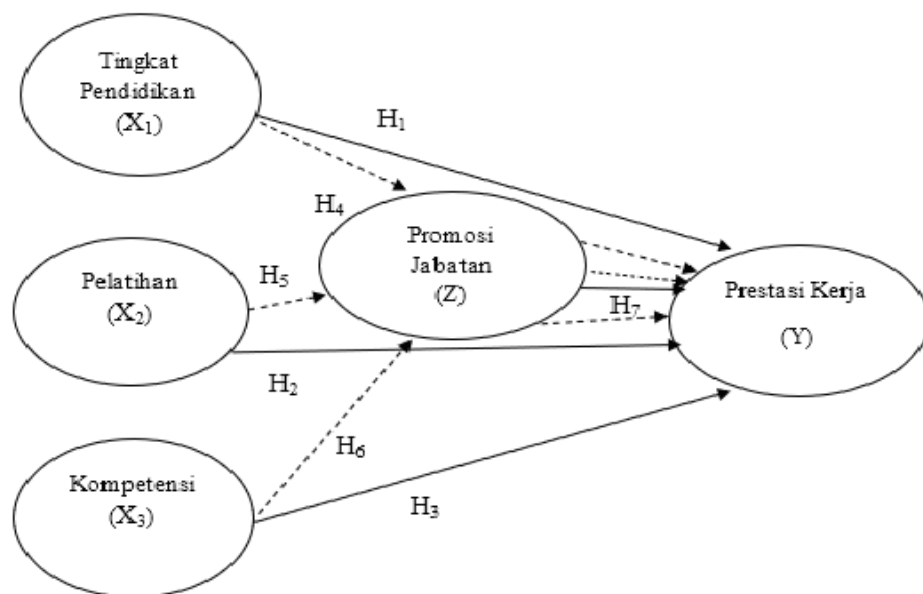


Figure 1: Conceptual Framework.

### 2.8. Hypothesis

Based on the framework of thinking and theoretical descriptions described above, the research hypotheses can be drawn as follows:

1. There is a significant effect of education level on work performance.
2. There is a significant effect of training on job performance.

3. There is a significant influence of competence on work performance.
4. There is a significant effect of education level on job performance with promotion as an intervening variable.
5. There is a significant effect of training on job performance with promotion as an intervening variable.
6. There is a significant effect of competence on work performance with promotion as an intervening variable.
7. There is a significant effect of promotion on job performance.

### 3. Results and Discussion

#### 3.1. Data Analysis

##### 1. Measurement Model (Outer Model)

In this study, in analyzing the data using Smart PLS (Partial Least Square) software. The following is a schematic model of the measurement of the outer model:

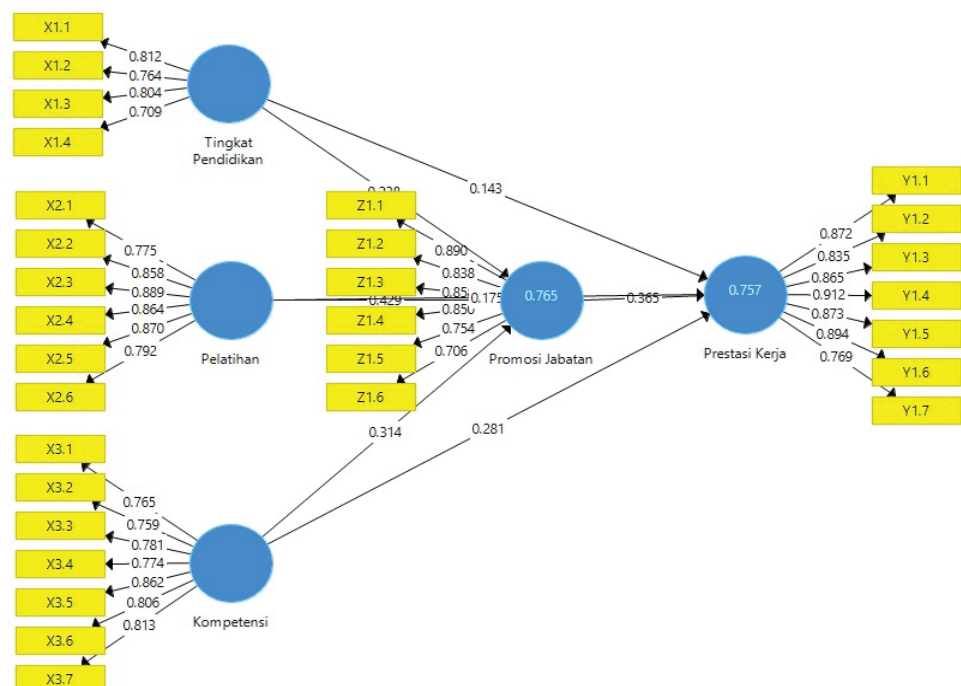


Figure 2: Algorithm Calculation Results.

Data analysis in this study used partial least squares. The outer test begins by estimating or estimating parameters, namely by calculating the PLS algorithm, the results of which can be seen in the image below. From the results of the analysis output can then be evaluated with a measurement model (outer model), namely by testing convergent validity, discriminant validity and reliability.

### 1. Convergent and Discriminant Validity Test Results

Convergent validity in the PLS was measured by reflective indicators assessed based on the loading factor (correlation between item scores/component scores and construct scores). The indicators that measure the construct with a value  $> 0.7$  are considered partially significant or the item is acceptable. Based on the results of testing data using algorithm techniques, the loading factor value can be presented in the table below:

Based on table 3.1 above, it shows that all loading factor values on research items are already above 0.70 so it can be concluded that all items used in this study are valid and meet the criteria.

Then the items were tested using average variance extracted (AVE) on each construct. Then the AVE value from the algorithm analysis can be presented as follows:

Based on table 4.9 above, it can be seen that the AVE value of each construct is above 0.50 so it can be concluded that there is a good correlation between the indicators and each construct.

The discriminant validity of the reflective indicator can be seen in the cross loading value between the indicator and its construct. The way to test the validity of the discriminant by looking at the cross loading for each variable must be  $> 0.70$ . Based on the output of the PLS algorithm, the cross loading value is obtained as follows:

### 1. Reliability Test Results

Measuring the reliability of a construct using reflective indicators can be done in two ways, namely Cronbach's Alpha and Composite reliability or often called Dillon-Goldstein's. Cronbach's Alpha measures the lower limit of the real value of reliability on a construct, so it is recommended that composite reliability be greater than 0.7 even though 0.6 is still acceptable. Following are the results of the reliability test:

Based on table 3.4 above, it shows that each construct has a Cronbach alpha value and composite reliability above 0.7 so it can be concluded that all constructs in the study are reliable or reliable if used repeatedly.

### 1. Multicollinearity Test Results

TABLE 1: Loading Factor.

	Tingkat Pendidikan	Pelatihan	Kompetensi	Prestasi Kerja	Promosi Jabatan
X1.1	0,812				
X1.2	0,764				
X1.3	0,804				
X1.4	0,709				
X2.1		0,775			
X2.2		0,858			
X2.3		0,889			
X2.4		0,864			
X2.5		0,870			
X2.6		0,792			
X3.1			0,765		
X3.2			0,759		
X3.3			0,781		
X3.4			0,774		
X3.5			0,862		
X3.6			0,806		
X3.7			0,813		
Y.1				0,872	
Y.2				0,835	
Y.3				0,865	
Y.4				0,912	
Y.5				0,873	
Y.6				0,894	
Y.7				0,769	
Z.1					0,890
Z.2					0,838
Z.3					0,858
Z.4					0,850
Z.5					0,754
Z.6					0,706

Source : Data processed with SmartPLS 3.0

Multicollinearity test aims to test the correlation between the independent variables. To find out whether the indicator has multicollinearity by knowing the Variant Inflation Factor (VIF) value, the output results can be seen as follows:

Based on table 3.5 above, it shows that there is no multicollinearity between independent variables. This can be seen from the VIF value < 5 according to the recommended limits in the PLS.



TABLE 2: Value of Average Variance Extracted.

Variabel	Average Variance Extracted
<i>Tingkat Pendidikan</i>	0,598
<i>Pelatihan</i>	0,710
<i>Kompetensi</i>	0,632
<i>Prestasi Kerja</i>	0,742
<i>Promosi Jabatan</i>	0,670

Source : Data processed with SmartPLS 3.0

### 3.2. Structural Model (Inner Model)

The evaluation of the structural model aims to predict the relationship between latent variables based on the substantive theory of the structural model evaluated using R-square for the dependent construct.

The R-square test was conducted to explain whether the exogenous latent variable to the endogenous latent variable has a substantive effect. The results of the PLS Algorithm process for the R-Square value can be seen in table 4.13 below:

The R-Square value of the work performance variable of 0.757 means that the variability of the work performance construct can be explained by the construct of education, training, promotion and competence level of 75.7%, the remaining 24.3% is influenced by other variables not explained in this study. Furthermore, the job promotion variable has an R-Square value of 0.765 which means that the variability of the job promotion construct can be explained by the construct of education, training, and competence levels of 76.5%, the remaining 23.5% is influenced by other variables not explained in this study.

### 3.3. Hypothesis Test

Hypothesis testing in this study can be done by looking at the t-statistical value where the research hypothesis is accepted if the T-Statistic value is  $> 1.96$  and P-Value  $< 0.05$  and the hypothesis is rejected if the T-Statistic value is  $< 1.96$  and P -Value  $> 0.05$  [6]. The following is a hypothesis test obtained in this study:

#### 1. Direct Influence

1. (a) X1 (education level) to Y (work performance) is accepted because it has a T statistic value of 1.965  $>$  of 1.96 and a P-value of 0.050  $<$  0.05. So it can

TABLE 3: Cross Loading.

	<b>Tingkat Pendidikan</b>	<b>Pelatihan</b>	<b>Kompetensi</b>	<b>Prestasi Kerja</b>	<b>Promosi Jabatan</b>
X1.1	<b>0,812</b>	0,544	0,472	0,582	0,597
X1.2	<b>0,764</b>	0,396	0,384	0,369	0,489
X1.3	<b>0,804</b>	0,452	0,563	0,619	0,600
X1.4	<b>0,709</b>	0,536	0,582	0,541	0,502
X2.1	0,473	<b>0,775</b>	0,547	0,614	0,591
X2.2	0,451	<b>0,858</b>	0,530	0,567	0,629
X2.3	0,569	<b>0,889</b>	0,636	0,701	0,766
X2.4	0,577	<b>0,864</b>	0,672	0,699	0,735
X2.5	0,667	<b>0,870</b>	0,693	0,662	0,715
X2.6	0,407	<b>0,792</b>	0,614	0,611	0,633
X3.1	0,494	0,478	<b>0,765</b>	0,599	0,615
X3.2	0,549	0,547	<b>0,759</b>	0,508	0,602
X3.3	0,479	0,441	<b>0,781</b>	0,551	0,540
X3.4	0,501	0,630	<b>0,774</b>	0,604	0,606
X3.5	0,522	0,674	<b>0,862</b>	0,761	0,682
X3.6	0,526	0,588	<b>0,806</b>	0,660	0,661
X3.7	0,570	0,693	<b>0,813</b>	0,690	0,650
Y.1	0,605	0,666	0,746	<b>0,872</b>	0,704
Y.2	0,601	0,658	0,658	<b>0,835</b>	0,637
Y.3	0,516	0,630	0,609	<b>0,865</b>	0,668
Y.4	0,623	0,670	0,716	<b>0,912</b>	0,702
Y.5	0,603	0,661	0,707	<b>0,873</b>	0,701
Y.6	0,640	0,709	0,706	<b>0,894</b>	0,701
Y.7	0,601	0,618	0,602	<b>0,769</b>	0,704
Z.1	0,657	0,700	0,671	0,716	<b>0,890</b>
Z.2	0,670	0,727	0,628	0,742	<b>0,838</b>
Z.3	0,587	0,702	0,651	0,669	<b>0,858</b>
Z.4	0,635	0,702	0,732	0,686	<b>0,850</b>
Z.5	0,484	0,598	0,530	0,580	<b>0,754</b>
Z.6	0,430	0,524	0,640	0,565	<b>0,706</b>

Source : Data processed with SmartPLS 3.0

be concluded that the level of education has a significant effect on work performance.

(b) X2 (training) against Y (job performance) was accepted because it had a T statistic of  $1.757 < 1.96$  and a P-value of  $0.080 > 0.05$ . So it can be concluded that training has no significant effect on job performance.

TABLE 4: Composite Reliability.

Variabel	Cronbach Alpha	Composite Reliability
Tingkat Pendidikan	0,776	0,856
Pelatihan	0,918	0,936
Kompetensi	0,903	0,923
Prestasi Kerja	0,941	0,953
Promosi Jabatan	0,900	0,924

Source : Data processed with SmartPLS 3.0

(c) X3 (competence) against Y (work performance) is accepted because it has a T statistic value of 1.966 > of 1.96 and a P-value of 0.050 < 0.05. So it can be concluded that competence has a significant effect on work performance.

(d) Z (position promotion) to Y (job performance) is accepted because it has a T statistic value of 2.143 > of 1.96 and a P-value of 0.033 < 0.05. So it can be concluded that the promotion has a significant effect on work performance.

### 1. Indirect Influence

Based on table 3.8, it can be seen that the relationship between education level and work performance mediated by promotion is significant with a statistical value of 2,035 more than 1.96 and a p-value of 0.042 less than 0.05. This means that the construct of job promotion has an effect on mediating the relationship between education level and job performance. Therefore, the fourth hypothesis which states that there is an influence between the level of education on job performance and promotion as an intervening variable is accepted.

Furthermore, it can be seen that the relationship between training and job performance mediated by promotion is significant with a statistical value of 2.176 more than 1.96 and a p-value of 0.030 less than 0.05. This means that the job promotion construct has an effect on mediating the relationship between training and job performance. Therefore, the fifth hypothesis which states that there is an influence between the level of education on job performance and promotion as an intervening variable is accepted.

Then it can be seen that the relationship of competence to work performance mediated by promotion is not significant with a statistical value of 1.154 less than 1.96 and a p-value of 0.249 greater than 0.05. This means that the job promotion construct has no effect in mediating the relationship between competence and work performance. Therefore, the sixth hypothesis which states that there is an influence between competence on job performance and promotion as an intervening variable is neither proven nor rejected.

TABLE 5: Multicollinearity Test Value.

Item	VIF
X1.1	1,659
X1.2	1,676
X1.3	1,584
X1.4	1,322
X2.1	2,028
X2.2	2,925
X2.3	3,267
X2.4	3,664
X2.5	3,973
X2.6	2,253
X3.1	2,483
X3.2	2,867
X3.3	2,413
X3.4	3,553
X3.5	3,714
X3.6	2,638
X3.7	3,439
Y.1	2,936
Y.2	3,471
Y.3	4,577
Y.4	3,604
Y.5	3,994
Y.6	2,139
Y.7	3,572
Z.1	2,494
Z.2	3,100
Z.3	2,809
Z.4	3,100
Z.5	1,850
Z.6	1,850

Source: Data processed with SmartPLS 3.0

TABLE 6: R-Square Value.

Item	R Square
<i>Prestasi Kerja</i>	0,757
<i>Promosi Jabatan</i>	0,765

Source: Data processed with SmartPLS 3.0

## 4. Discussion

TABLE 7: Test Results Significant Weight.

	Original Sample (O)	Sample Mean (M)	Standard Deviaton (STDEV)	T Statistics (O/STDEV)	P Values
Tingkat Pendidikan -> Prestasi Kerja	0,143	0,154	0,073	1,965	<b>0,050</b>
Pelatihan -> Prestasi Kerja	0,175	0,183	0,099	1,757	<b>0,080</b>
Kompetensi -> Prestasi Kerja	0,281	0,263	0,143	1,966	<b>0,050</b>
Promosi Jabatan -> Prestasi Kerja	0,365	0,363	0,170	2,143	<b>0,033</b>

Source: Data processed with SmartPLS 3.0

TABLE 8: Indirect Effect Test Results.

	Original Sample (O)	Sample Mean (M)	Standard Deviaton (STDEV)	T Statistics (O/STDEV)	P Values
Tingkat Pendidikan -> Promosi Jabatan -> Prestasi Kerja	0,087	0,080	0,043	2,035	<b>0,042</b>
Pelatihan -> Promosi Jabatan -> Prestasi Kerja	0,157	0,145	0,072	2,176	<b>0,030</b>
Kompetensi -> Promosi Jabatan -> Prestasi Kerja	0,115	0,131	0,099	1,154	<b>0,249</b>

Source: Data processed with SmartPLS 3.0

#### 4.1. The Influence of Education Level on Job Performance

Based on the results of hypothesis testing, it can be concluded that the education level variable has a significant effect on employee performance. This means that the higher the level of education possessed by the employee, the higher the work performance of the employee. This can be proven from the results of research at Bank Jatim Sidoarjo Branch Office which shows that the higher the level of education owned by the employees of Bank Jatim Sidoarjo Branch Office, the higher the position they hold. If an employee of Bank Jatim Sidoarjo Branch Office has a high position, it can be ascertained that the employee has good abilities, it is obtained because of the optimal work performance of the employees of Bank Jatim Sidoarjo Branch Office.

A high level of education, employees are expected to have general knowledge and broad understanding which is expected to give birth to quality human resources so that it also has an impact on achieving good work performance [7]

This is supported by research conducted stating that the effect of education level on work performance shows that the education level variable has an influence on employee performance [1]

## 4.2. The Effect of Training on Job Performance

Based on the results of hypothesis testing, it can be concluded that the training variable has no significant effect on work performance. This means that the more often employees participate in training, the performance of these employees will not increase. This can be proven from the results of research at Bank Jatim Sidoarjo Branch Office which shows that the purpose of the training is not fully understood by Bank Jatim Sidoarjo employees. The training conducted by Bank Jatim Sidoarjo Branch Office has not been maximized in improving the capabilities of Bank Jatim Sidoarjo Branch Office employees. Training has a real influence on work performance if there is an increase in employee training at Bank Jatim Sidoarjo Branch Office.

Training has a current orientation and helps employees to achieve certain skills and abilities in order to succeed in getting their work performance [8].

The results of this study support previous research which found that training had no significant effect on job performance [9].

## 4.3. The Influence of Competence on Work Performance

Based on the results of hypothesis testing, it can be concluded that the competence variable has a significant effect on work performance. This means that the better the competence of the employee, the better the employee's work performance. This can be proven from the results of research at Bank Jatim Sidoarjo Branch Office which shows that employees of Bank Jatim Sidoarjo Branch Office have a high level of knowledge to support the work they do. Considering that competence is an ability possessed by each employee of Bank Jatim Sidoarjo Branch Office so that it becomes one of the components of the management's assessment of work performance.

The competence of a number of key behaviors needed to carry out certain roles to carry out certain roles results in satisfying work [10].

The results of this study support previous research which states that the results of competency research have a positive and significant effect on employee performance [3].

#### **4.4. The Influence of Education Level on Job Performance with Position Promotion**

Based on the results of hypothesis testing, it can be concluded that the relationship between education level and job performance mediated by job promotion has a significant effect. This means that the job promotion construct has an effect on mediating the relationship between education level and job performance. This further encourages employees of Bank Jatim Sidoarjo Branch Office to be serious in doing a great job and be able to improve employee performance at Bank Jatim Sidoarjo Branch Office.

The results of this study are in accordance with the opinion of expert theory which states that one of the goals of education is to improve work performance.

The results of this study support previous research which states that the effect of education level on job promotion shows that the results of education level have a positive and significant effect on job promotion [11].

#### **4.5. The Effect of Training on Job Performance with Job Promotion**

Based on the results of hypothesis testing, it can be concluded that the relationship between training and job performance mediated by promotion has a significant effect. This means that the job promotion construct is influential in mediating the relationship between training and job performance. The goal is to do well and make an adequate contribution to the company.

Training as an activity designed to prepare employees who attend training with the knowledge and skills needed for their current job in order to get a promotion.

The results of this study are in accordance with previous research in research which states that the results of the study are known to be the effect of training on work performance [4]. This is supported by research which shows that training results have a positive and significant effect on job promotion [12].

#### **4.6. The Influence of Competence on Job Performance with Position Promotion**

Based on the results of hypothesis testing, it can be concluded that the relationship between competence and work performance mediated by promotion has no significant effect. This means that the job promotion construct has no effect in mediating the relationship between competence and work performance. This can be proven from

the results of research at Bank Jatim Sidoarjo Branch Office showing that employee promotions that have occurred at Bank Jatim Sidoarjo Branch Office have not been carried out properly because in fact job promotion does not support employee competence in improving work performance. Promotion in improving work performance will not function properly if the placement of employee positions is not in accordance with the skills and expertise of employees.

Employees get the opportunity for promotion because the employee has the competence so that the organization considers giving him a promotion to become stronger [13]. Promotion affects work performance indirectly, positively and significantly, which means that the better the promotion, the higher the competence that will lead to good work performance.

This study is in line with the results of previous studies which stated that competence mediating the relationship between job promotion and work performance is reinforcing [14].

#### **4.7. The Effect of Job Promotion on Job Performance**

Based on the results of hypothesis testing in the previous chapter, it can be concluded that the variable of job promotion has a significant effect on work performance. This means that the higher the promotion given to the employee, the higher the employee's work performance. This can be proven from the results of research at Bank Jatim Sidoarjo Branch Office showing that Bank Jatim Sidoarjo Branch Office provides opportunities or opportunities for employees to get higher positions. This makes the work performance of the employees of Bank Jatim Sidoarjo Branch Office increasing with the opportunity for promotion.

Position promotion is a change in assignment from a lower level job to another higher level job than the original position in the organization. Work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity, as well as timeliness [15].

The results of this study support previous research which states that the results of the study are known to have a dominant influence on employee work performance [4].

### **5. Conclusion**

Based on the discussion and the results of the research that has been done by the researcher, in this study the following conclusions can be drawn:



1. The education level variable has a significant effect on work performance.
2. The training variable has no significant effect on job performance.
3. The competence variable has a significant effect on work performance.
4. The education level variable has a significant effect on job performance with promotion as an intervening variable.
5. The training variable has a significant effect on job performance with promotion as an intervening variable.
6. The competence variable has no significant effect on job performance with promotion as an intervening variable.
7. Job promotion variables have a significant effect on work performance.

## Acknowledgement

The author would like to thank Universitas Muhammadiyah Sidoarjo for supported this research.

## References

- [1] Indrawan DS. Pengaruh tingkat pendidikan dan motivasi terhadap prestasi kerja karyawan media offser cemani sukoharjo. Pendidikan Ekonomi-BKK PAP, FKIP Universitas Sebelas Maret. 2013;1(1):1-11.
- [2] Ichsan RN, Nasution L. Sosialisasi pelatihan untuk meningkatkan prestasi kerja karyawan di pdam tirtanadi cabang padang bulan medan. Jurnal Pengabdian Kepada Masyarakat. 2021;5(1):48-53.
- [3] Tarigan RS. Pengaruh kompetensi dan komitmen terhadap prestasi kerja PT. United Rope Medan. Asian Journal of Innovation and Entrepreneurship. 2019;4(2):118-124.
- [4] Anwar R. Pengaruh pendidikan dan pelatihan serta promosi jabatan terhadap prestasi kerja karyawan pt. kereta api Indonesia (Persero) UPT Balai Yasa Lahat Divre III Sumsel. J.Manajemen & Bisnis Sriwijaya. 2015;13(4):460-473.
- [5] S Sugiyono. Metode penelitian kuantitatif, kualitatif dan R&D. Bandung: PT Alfabeta; 2016.
- [6] Ghozali I. Partial least square, teknik dan aplikasi menggunakan program smart PLS 3.0 untuk penelitian empiris. Semarang: Badan Penerbit Universitas Diponegoro; 2014.

- [7] Mangkunegara AA. Manajemen sumber daya manusia. Bandung: PT. Remaja Rosdakarya; 2011.
- [8] Veithzal Rivai, Ella Jauvani Sagala. Manajemen sumber daya manusia untuk perusahaan dari teori ke praktik. Jakarta: PT Raja Grafindo; 2013.
- [9] Presetyo A, Nugraheni Pengaruh budaya kerja, pelatihan, pendidikan, kompensasi, dan lingkungan kerja terhadap prestasi kerja karyawan icon mall gresik jawa timur. *Jurnal Fakultas Ekonomi Universitas Dr. Soetomoe*. 2017;25(4); 314 - 335.
- [10] Sutrisno E. Manajemen sumber daya manusia. Jakarta: Kencana Prenada Media Group; 2011.
- [11] M Mirayanti. Pengaruh loyalitas, pendidikan dan pelatihan serta kinerja terhadap promosi jabatan pada kantor sekretariat daerah kabupaten tolitoli. *e-Jurnal Katalogis*. 2015;3(1):95-104.
- [12] Arif A. Pengaruh pelatihan kerja dan prestasi kerja terhadap promosi jabatan karyawan pada PT. Sumber Trada Motor Bandar Lampung; IBI Darmajaya; 2017.
- [13] Priansa DJ. Perencanaan & pengembangan SDM. Bandung: Alfabeta; 2014.
- [14] Hapsari N. Pengaruh kompetensi profesional dan burnout kerja terhadap prestasi kerja dengan perceived organizational of support sebagai variabel intervening. *Jurnal Manajemen*. 2016;14:23-30.
- [15] Hasibuan M. Manajemen sumber daya manusia. Jakarta: PT Bumi Aksara; 2013.