

# ANALYSIS OF JOB PROMOTION AND JOB TRAINING ON EMPLOYEE PERFORMANCE WITH WORK ABILITY AS AN INTERVENING VARIABLE AT THE DEPARTMENT OF EDUCATION AND CULTURE OF MEDAN CITY, NORTH SUMATRA PROVINCE

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## Abstract

This study aims to analyze the effect of job promotion and job training on employee performance, with job ability as an intervening variable at the Medan City Education and Culture Office, North Sumatra Province. The problem raised in this study is the suboptimal improvement of employee performance even though promotion and training programs have been implemented. This study uses a quantitative approach with a survey method. The research sample consisted of 113 permanent employees at the Elementary School and Guidance unit, selected by total sampling. The data analysis technique used Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results showed that there were two rejected hypotheses, namely job promotion had a positive but insignificant effect on employee performance and job training on performance through employee ability and five more hypotheses were accepted. These findings indicate that improving individual competence is key to optimizing the results of human resource management policies. Therefore, it is recommended that organizations continue to encourage performance-based promotions and training that is in accordance with work needs to improve employee performance as a whole.

**Keywords:** *Job Promotion, Job Training, Work Ability, Employee Performance*

## INTRODUCTION

Human resources (HR) are the main pillar in achieving organizational goals, including in the public sector such as the Medan City Education and Culture Office. Employee performance is a benchmark for the effectiveness of providing quality public services. According to Putra and Supriyanto (2021), employee performance in the public sector is greatly influenced by organizational and individual factors, including HR management policies such as promotions and job training. Job promotion is a form of appreciation given by an organization to employees who are considered to have achieved. An objective and transparent promotion process will increase employee morale and loyalty. Rachmawati and Listyo (2020) in the Journal of Administrative Sciences stated that proper job promotion can motivate employees to work better because they feel appreciated and given more trust. However, if promotion is carried out without a basis of competence and performance, it can actually cause conflict and lower the morale of other employees. On the other hand, job training is one strategy to improve employee competence. Continuous training can strengthen the skills and knowledge needed to carry out tasks. Prasetyo and Hidayah (2022) emphasized that job training has a positive effect on improving performance because it updates technical skills and adapts to changes in policy and technology. This is also reinforced by research by Indrawati et al. (2023) which shows that training programs tailored to employee needs have a significant impact on work productivity.

However, neither job promotion nor job training will provide maximum results if not supported by individual work skills. Work skills reflect a person's capacity to complete tasks effectively and efficiently. According to Nurhayati and Susanto (2021), work skills include cognitive, technical, and work attitude aspects that act as a bridge between HR development and performance results. In their research in the government sector, it was found that work skills act as a strong mediating variable between training and employee performance. In the Medan City Education and Culture Office, various promotion and training policies have been implemented. However, the reality in the field shows that improving employee performance is not always in line with the implementation of these programs. This raises the suspicion that employee work ability is an important factor that has not been fully optimized. Based on the description, it is important to conduct research on the influence of job promotion and job training on employee performance with work ability as an intervening variable. This research is expected to provide strategic input for policy makers in improving the effectiveness of HR management at the Medan City Education and Culture Office.

## **LITERATURE REVIEW**

### **1. Employee Performance**

#### **a) Understanding Employee Performance**

According to Mangkunegara (2017) "employee performance (work achievement) 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".

#### **b) Employee Performance Indicators**

According to Mangkunegara (2017), employee performance indicators include:

##### **1) Quality of Work**

Work quality measures how well an employee does what he or she is supposed to do, including accuracy, neatness, and precision in working according to established standards.

##### **2) Quantity of Work**

Work quantity measures how much work is produced by an employee in a certain time, which can be seen from the working speed of each employee.

##### **3) Execution of Tasks**

Task execution measures how accurate an employee is in performing his/her tasks and is error-free.

##### **4) Responsibility**

Responsibility refers to the awareness of the obligation to carry out work well and in accordance with the responsibilities given.

### **2) Work Ability**

#### **a) Definition of Work Ability**

Yuliana & Firmansyah (2021) work ability is an individual's capacity to use knowledge, skills, and work attitudes effectively in completing tasks and responsibilities in the workplace.

This definition emphasizes the importance of integration between knowledge, technical skills, and attitudes in achieving work results.

#### **b) Work Ability Indicator**

1) Self-confidence in completing work tasks.

2) Experience and knowledge gained from previous work.

3) Motivation is influenced by the compensation system received.

### **3) Job Training**

#### **a) Definition of Job Training**

Fahrozi et al. (2022) training is a directed process provided by the company to employees to shape employee behavior to be in accordance with company goals. This training is related to the abilities and skills of employees that will be used in their current work.

- b) Job Training Indicators
  - 1) Knowledge Enhancement  
The extent to which the training increased participants' knowledge of their duties and responsibilities.
  - 2) Skill Enhancement  
The ability of participants to apply new skills acquired from training in their work.
  - 3) Change of Attitude  
Positive changes in participants' work attitudes after attending the training.
  - 1) Application in Work  
The level of application of knowledge and skills acquired from training in daily work.
- 4. Job Promotion
  - a) Definition of Job Promotion  
Herawati et al. (2023) job promotion is an employee moving from one job to a higher job which of course is followed by greater responsibilities and income.
  - b) Job Promotion Indicators
    - 1) Increased Authority and Responsibility  
A change in position that gives the employee more responsibility and authority in decision making.
    - 2) Salary Increase or Allowance  
There is an increase in compensation as a form of appreciation for the new position held.
    - 3) Change of Position Status  
A change in status or job level that reflects a higher position in the organizational hierarchy.

### Conceptual Framework

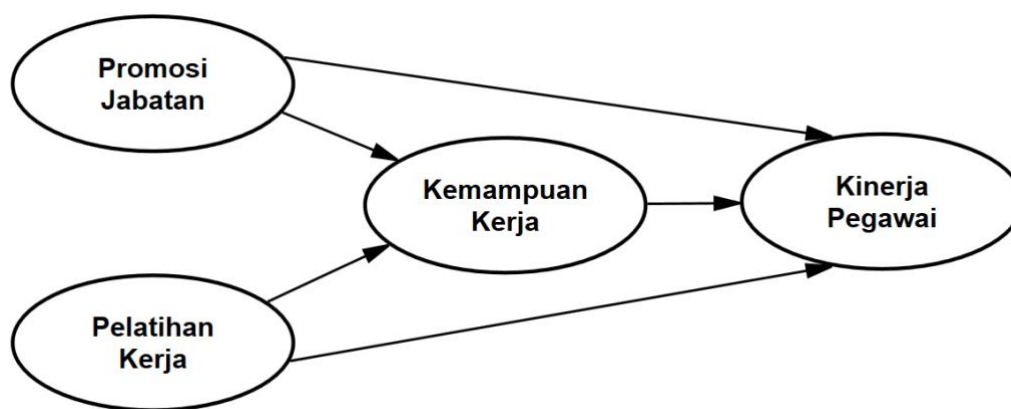


Figure 1. Conceptual Framework of Research

### Research Hypothesis

- H1: Job promotion has a positive and significant effect on employee performance at the Department of Education and Culture of Medan City, North Sumatra Province.
- H2: Job promotion has a positive and significant effect on work ability at the Department of Education and Culture of Medan City, North Sumatra Province.
- H3: Job training has a positive and significant effect on employee performance at the Department of Education and Culture of Medan City, North Sumatra Province.
- H4: Job training has a positive and significant effect on work skills at the Department of Education and Culture of Medan City, North Sumatra Province.
- H5: Work ability has a positive and significant effect on employee performance at the Department of Education and Culture of Medan City, North Sumatra Province.

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H6: Job promotion has a positive and significant effect on employee performance through work ability at the Department of Education and Culture of Medan City, North Sumatra Province.

H7: Job training has a positive and significant effect on employee performance through work skills at the Department of Education and Culture of Medan City, North Sumatra Province.

## RESEARCH METHODS

### Types of research

The type of research used by the researcher is quantitative research. This type of quantitative research is conducted to create a study that aims to adjust a study and to analyze Job Promotion and Job Training on Employee Performance with Work Ability as an Intervening Variable at the Medan City Education and Culture Office.

### Research Location and Research Time

The location of the research was conducted at the Medan City Education and Culture Office, located at Jl. Pelita IV No.77, Sidorame Barat II, Medan Perjuangan District, Medan City. The research period was carried out for 3 months, starting from April to June 2025.

### Population and Sample

The population and sample in this study were all permanent employees at the Medan City Education and Culture Office. The number of employees at the North Sumatra Province Regional Finance and Asset Agency office was 535 employees, but in sampling the researcher only took one unit which happened to be the unit where the researcher was placed, namely the Elementary School and Guidance unit with 113 employees.

## RESULTS AND DISCUSSION

### Outer Model Analysis

Outer Model Analysis musePLS Algorithm, produce:

#### 1) Validity Test

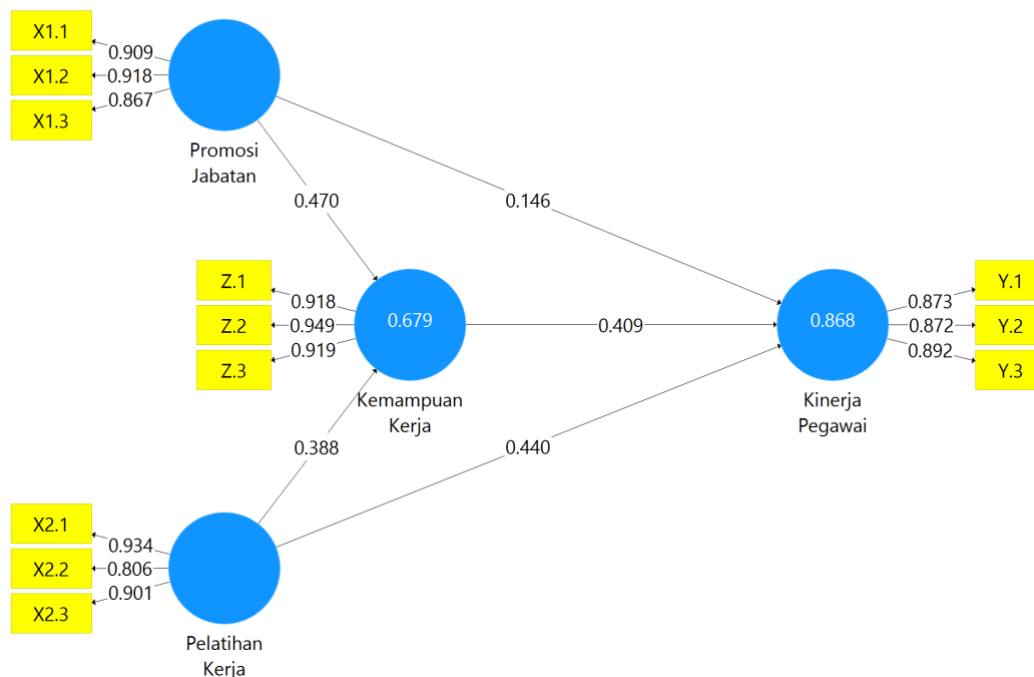
**Table 1. ValuesOuter Loadings**

	Work Ability	Employee Performance	Job Training	Job Promotion
X1.1				0.909
X1.2				0.918
X1.3				0.867
X2.1			0.934	
X2.2			0.806	
X2.3			0.901	
Y.1		0.873		
Y.2		0.872		
Y.3		0.892		
Z.1	0.918			
Z.2	0.949			
Z.3	0.919			

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Based on the values in Table 1 above, it shows the results of testing the outer model through the loading factor value /outer loadings, all indicators in each variable have a loading value  $\geq 0.70$ . This shows that each indicator is able to represent the construct being measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the convergent validity criteria and can be used in further analysis. For more details, the above values can also be seen in the following figure.



**Figure 1. Outer Loudings**

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

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

$$Z = 0.470 X_1 + 0.388 X_2 + e_1$$

For substructure 2:

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

$$Y = 0.146 X_1 + 0.440 X_2 + 0.409 Z + e_2$$

## 2) Reliability Test

**Table 2. Construct Reliability and Validity Test**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Ability	0.920	0.923	0.950	0.863
Employee Performance	0.853	0.855	0.911	0.773
Job Training	0.855	0.858	0.913	0.778
Job Promotion	0.881	0.890	0.926	0.807

Source: Smart PLS Output, 2025

From Table 2 above, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values for all constructs have values above 0.70. This shows that all indicators have high

internal consistency and can be relied on to measure their respective constructs. Thus, the research instrument is declared reliable and suitable for use in testing the structural model.

### Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

#### 1) Coefficient of Determination (R<sup>2</sup>)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The table below is the result of R-square estimation using SmartPLS.

**Table 3. R Square Results**

	R Square	R Square Adjusted
Work Ability	0.679	0.672
Employee Performance	0.868	0.863

Source: Smart PLS, 2025

In table 3 there is an R square value on both dependent variables for the work ability variable there is an R square value of 0.679 meaning that the influence of job promotion and job training is 0.679 or 67.9% the rest is on other variables outside the model. The R square value of employee performance is 0.868 meaning that job promotion, job training and work ability are 0.868 or 86.8% the rest is on other variables outside the model.

#### 2) Hypothesis Testing

##### a) Direct Influence Between Variables

The direct influence between variables can be seen in the path coefficients value. The results of data processing show the direct influence value can be seen in the following table.

**Table 4. Path Coefficients (Direct Effect)**

	Original Sample	T Statistics	P Values	Conclusion
Job Promotion -> Work Ability	0.470	2,677	0.008	Accepted
Job Promotion -> Employee Performance	0.146	0.931	0.352	Rejected
Job Training -> Job Skills	0.388	2,407	0.016	Accepted
Job Training -> Employee Performance	0.440	3,217	0.001	Accepted
Work Ability -> Employee Performance	0.409	2,953	0.003	Accepted

Source: Smart PLS Output, 2025

In the results of Table 4, there are direct influence values as follows:



1. Job promotion has a positive and significant effect on work ability with a t-statistic value of 2.677 above 1.96 and a significance of 0.008 below 0.05 means that job promotion has a positive and significant effect on work ability because the significance value is below 0.05.
  2. Job promotion has a positive but not significant effect on employee performance with a t-statistic value of 0.931 below 1.96 and a significance of 0.352 above 0.05 means that job promotion has a positive but insignificant effect on employee performance because the significance value is above 0.05. This study is not in line with the study conducted by Supriaddin (2020) which states that job promotion has a positive and significant effect on performance.
  3. Job training has a positive and significant effect on work ability with a t-statistic value of 2.407 above 1.96 and a significance of 0.016 below 0.05 means that job training has a positive and significant effect on work ability because the significance value is below 0.05.
  4. Job training has a positive and significant effect on employee performance with a t-statistic value of 3.217 above 1.96 and a significance of 0.001 below 0.05 means that job training has a positive but not significant effect on employee performance because the significance value is below 0.05. The results of this study are also in accordance with research conducted by Kosdianti (2021) which states that job training has a positive and significant effect on employee performance at PT. Satria Piranti Perkasa in Tangerang City.
  5. Work ability has a positive and significant effect on employee performance with a t-statistic value of 2.953 above 1.96 and a significance of 0.003 below 0.05 means that work ability has a positive and significant effect on employee performance because the significance value is below 0.05. Wuwungan & Uhing's (2020) research also states that work ability has a positive and significant effect on employee performance.
- b) Indirect Influence Between Variables
- The indirect influence between variables can be seen in the specific indirect effects values, which can be seen in Table 5 below.

**Table 5. Specific Indirect Effects (Indirect Effects)**

	Original Sample	T Statistics	P Values	Conclusion
Job Promotion -> Work Ability -> Employee Performance	0.192	2,071	0.039	Accepted
Job Training -> Job Skills -> Employee Performance	0.159	1,828	0.068	Rejected

Source: Smart PLS, 2025

In table 5 there is an indirect influence between variables which will be explained as follows:

1. Job promotion has a positive and significant effect on employee performance through work ability with a t-statistic value of 2.071 and a significance value of 0.039 means that work ability acts as an intervening variable between job promotion and employee performance.
2. Job training has a positive and significant effect on employee performance through work skills with a t-statistic value of 1.828 and a significance value of 0.068 means that job training acts as an intervening variable between job training and employee performance.

## CONCLUSION

1. Job promotion has a positive and significant effect on employee performance at the Department of Education and Culture of Medan City, North Sumatra Province.
2. Job promotion has a positive and significant effect on work ability at the Department of Education and Culture of Medan City, North Sumatra Province.

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3. Job training has a positive and significant effect on employee performance at the Department of Education and Culture of Medan City, North Sumatra Province.
4. Job training has a positive and significant effect on work skills at the Department of Education and Culture of Medan City, North Sumatra Province.
5. Work ability has a positive and significant effect on employee performance at the Department of Education and Culture of Medan City, North Sumatra Province.
6. Job promotion has a positive and significant effect on employee performance through work ability at the Department of Education and Culture of Medan City, North Sumatra Province.
7. Job training has a positive and significant effect on employee performance through work skills at the Department of Education and Culture of Medan City, North Sumatra Province.

## SUGGESTION

1. In the job promotion variable, it turns out that the indicator with the lowest value is the statement "Job promotion has an impact on the formal change in my job status in the organization". The organization should clarify and socialize the procedures and formal impacts of job promotions to all employees. This can be done through the preparation of transparent policies, the provision of official decrees confirming changes in status, and training or orientation for new jobs so that employees feel recognized and have clear roles in the organizational structure. Thus, job promotions are not only symbolic, but also provide certainty of status and higher work motivation for employees.
2. Job training with the statement "The training provided has improved my skills in carrying out my duties.". Agencies need to evaluate the materials, methods, and relevance of the training provided to better suit the needs of employee tasks. Training should be designed in an applicable manner, involving competent instructors, and adjusted to technological developments and job demands. In addition, it is important to involve employees in the process of identifying training needs so that the programs designed are truly able to improve their skills and performance in real terms.
3. For work ability with the statement "I am confident in completing the tasks that are my responsibility". Agencies need to create a supportive work environment by providing guidance, direction, and constructive feedback so that employees feel more confident in completing their tasks. In addition, self-development training and technical competency improvement also need to be provided periodically to strengthen employee abilities and confidence in carrying out their responsibilities.
4. Employee performance with the statement "I can complete the work in the targeted amount or even more". Agencies need to evaluate the workload and provide adequate resource support so that employees can work optimally. In addition, it is important to provide training in time management and work efficiency, as well as set realistic targets and in accordance with the capacity of each employee in order to increase work productivity.

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