

## **The Effect Of Training And Competency On Work Performance With Job Promotion As An Intervening Variable In The Office Of The Regent Of Langkat**

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### **Abstract**

In recent decades, human resource management (HR) is the most important asset owned by a company. Human resource management is a very important and most responsible part of human resource management. In order for employee performance to be optimal, it is necessary to have a promotion as a company appreciation for the efforts that have been made by employees. The results of this study are that Competence has a positive and insignificant effect on Work Achievement with the original sample value of 0.251 and p values of 0.081. Competency had a positive and significant effect on Position Promotion with an original sample value of 0.567 and p values of 0.000. The training had a positive and insignificant effect on Work Achievement with the original sample value of 0.230 and p values of 0.060. Pelathan had a positive and significant effect on Position Promotion with the original sample value of 0.350 and p values of 0.013. Position promotion had a positive and significant effect on Work Performance with an original sample value of 0.478 and p values of 0.000. Competence has a positive and significant effect on Work Performance through Position Promotion with an original sample value of 0.271 and p values of 0.002. Training had a positive and significant effect on Job Achievement through Position Promotion with an original sample value of 0.167 and p values of 0.027.

### **Keywords:**

Training, Competence, Position Promotion, Work Performance

## **INTRODUCTION**

### **Background**

Human resource management (HRM) is a very important factor and asset in a company. The reason is because human resource management is fully responsible for the management of all the workforce in the company. The operations of a company are greatly influenced by the human resources themselves. Therefore, that is what makes maintenance need special attention to human resources. Modern companies today attach importance to the maintenance of resources owned by the

implementation of human resource management work programs. Efforts to maintain such human resources will return to the loyalty of each employee, work achievement and competencies related to the promotion of positions that are possible to be obtained by an employee. In recent decades, human resource management (HR) is the most important asset owned by a company. Human resource management is a very important and most responsible part of human resource management. In order for employee performance to be optimal, it is necessary to have a promotion as a company appreciation for the efforts that have been made by employees.

We often hear about training and development in the world of work in companies, organizations, institutions, or even in health institutions. It can be assumed that training and development are very important for the workforce to work more proficiently and better at the jobs that are held or will be held in the future. Not too far in health institutions, training and development are often carried out as an effort to improve the performance of health workers who are considered incapable of carrying out their work due to the development of community needs and health care. In a certain description, the potential of health workers may have met the administrative requirements for their work, but in fact health workers must follow or keep up with the development of the health world according to the duties they hold or will hold. This encourages health agencies to facilitate training and career development of health workers in order to get good, effective and efficient performance results. Training is one of the important things to do to develop employee performance or human resources. Training is generally carried out according to organized procedures. A company at this time always tries to implement the right training program for its employees.

Human resource competence is possessed by each employee in the form of different behaviors. Competence, in addition to determining a person's behavior and performance, also determines whether the person has done a good job based on the standard criteria determined (Rusvitawati et al., 2019). Human resource competence is related to the level of knowledge, skills, and basic behaviors possessed by each individual employee. Competence is a provision and capital for employees to work professionally (Pramularso, 2018). It is necessary to process more qualified human resource competencies so that employees are able to carry out their work responsibilities optimally in order to meet the expectations and goals of the organization.

Work performance is the most important part in an organization or in a company because an employee's ability is usually assessed based on the results achieved through the work performance done by the employee with contributions based on success indicators that have been set. In this case, performance is able to encourage the progress of an organization or company based on the achievements given by the candidate. This is of course driven by the improvement of the work performance of all employees. Where there is an increase in the quantity and quality of the maximum



results that have been done by employees for their work in accordance with the job description that has been determined by the organization. Work performance in a company has a considerable influence in achieving and improving company performance. The success of a company in achieving its goals can be seen by high work performance. These work achievements will later help the company in improving the company's performance. Work performance is said to be important, because it can be used to know and assess the extent to which employees can carry out the tasks and work given by the company, but to get optimal work performance from employees is not easy, because it requires high awareness and a sense of responsibility from the employees themselves.

Basically, position promotion is one part of the placement program implemented by the company. Employee placement is carried out by making adjustments to the company's needs related to designing to get the right man in the right position. Position promotions are carried out by companies to fill vacancies, these promotions are caused by various things ranging from old age retirement to employee resignation. For this reason, the company is looking for existing employees who are considered to have the qualifications in accordance with the new position needed to be promoted. Position promotion is a policy of an institution or organization in order to improve organizational performance, including the performance of its human resources. As explained by Government Regulation (PP) No. 100 of 2000 concerning the Appointment of Civil Servants in Structural Positions which the author has concluded, namely to achieve effectiveness and efficiency in the implementation of duties, there is no other alternative except to improve the quality of professionalism of civil servants, so to create the figure of civil servants in question it is necessary to establish norms for the appointment of civil servants in structural positions systematic and measurable to achieve objectivity and justice in appointment.

The phenomenon that occurs at the Langkat Regent Office is that the training carried out is still not effective to improve the competence of employees, the training is carried out to support employee performance and improve employee competence, but this is less successful because not all get similar training because there are work problems that often occur, the problem is that the work serves the community, this makes some employees unable to participate in the training So that the capacity of employees does not increase. The usefulness of the training is also carried out to be able to get work achievements and improve work performance as well as more knowledge so that employees whose competence increases and also their achievements increase get a promotion to entrust an important position in the organization, these titles are very related to each other so I am interested in researching this title and the problems experienced.

### **Problem Formulation**

The problem formulation of this study is as follows:



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1. Does the training have a positive and significant effect on the Promotion of Positions at the Langkat Regent Office?
2. Does Competence have a positive and significant effect on Position Promotion at the Langkat Regent Office?
3. Does the training have a positive and significant effect on Work Achievement at the Langkat Regent Office?
4. Does Competence have a positive and significant effect on Work Achievement at the Langkat Regent Office?
5. Does Position Promotion have a positive and significant effect on Work Achievement at the Langkat Regent Office?
6. Does the training have a positive and significant effect on Work Achievement through Position Promotion at the Langkat Regent Office?
7. Does Competence have a positive and significant effect on Work Achievement through Position Promotion at the Langkat Regent Office?

### **Research Objectives**

The research objectives of this study are as follows:

1. To find out the effect of Training on Position Promotion at the Langkat Regent Office.
2. To find out the influence of Competence on Position Promotion at the Langkat Regent Office.
3. To find out the influence of Training on Work Achievement at the Langkat Regent Office.
4. To find out the influence of Competence on Work Achievement at the Langkat Regent Office.
5. To find out the effect of Position Promotion on Work Achievement at the Langkat Regent Office.
6. To find out the influence of Training on Work Achievement through Position Promotion at the Langkat Regent Office.
7. To find out the influence of Competency on Work Performance through Position Promotion at the Langkat Regent Office.

### **Research Benefits**

After knowing the formulation of the problem and the purpose of the research, the benefits of this research are as follows:

1. For the organization to be an input to always pay attention to subordinates well and fairly in order to create a good work environment.
2. For organizations, they should conduct large-scale training for several days and conduct training with the same system without having to distinguish between subordinates and superiors so as not to create gaps in work.



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3. The organization must promote the position of the employee if the employee is qualified, in any aspect.
4. Organizations must also look for outstanding employees both internally and externally.
5. Organizations must also improve employee competencies through training or looking for others who have good competencies.

## **THEORETICAL FRAMEWORK**

### **Training**

#### **Definition of Training**

According to Wahyuningsih (2019) training is a process to improve employee competence and can train abilities, skills, skills and knowledge. According to Khurotin & Afrianty (2018), training is a short-term cycle that uses a structured and coordinated method where non-manager employees acquire technical knowledge and skills in a specific objective. The path taken by employees with a relatively short time and an organized schedule to improve or increase employee knowledge and skills at a predetermined limit.

#### **Training Indicators**

According to Wahyuningsih (2019) there are 5 indicators in training, namely:

1. Training Objectives The training objectives must be realistic and can be conveyed in such a way that the training is carried out to develop work skills so that participants can increase their awareness of the work that must be done by the participants.
2. Materials In the form of work management, essays, work correspondence, work psychology, work discipline and ethics, and work reporting, teaching materials can be used.
3. Methods used In training, the methods used are teaching methods with a participatory approach such as group discussions, seminars, exercises, practices (demonstrations) and games, educational events, tests, group work visits and studies (comparative studies).
4. Participant Qualifications Participants are employees who have passed the qualification requirements, such as permanent employees and employees with recommendations from leaders.
5. Trainer qualifications Trainers/trainers to participants must meet qualification requirements such as: having skills related to training materials, being able to generate inspiration and motivation in participants and using participatory methods.



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### **Factors affecting Training**

According to Marwansyah (2018), the factors that affect human resource training are as follows:

1. Support from top management
2. Commitment of specialists and generalists in human resource management
3. Technological developments
4. Organizational complexity
5. Learning style
6. Performance of other HR management functions.

### **Competence**

#### **Definition of Competency**

According to Sugiyanto and Santoso (2018) competence can show certain knowledge, skills, and attitudes of a profession in certain characteristics of expertise, which are characteristic of a professional. Meanwhile, according to Faizal et.al (2018) competence is an individual characteristic that underlies a person's behavior in carrying out a job (performance), be it knowledge, skills, attitudes or motives, which will affect a person's performance.

#### **Competency Indicators**

According to Sugiyanto & Santoso (2018) there are six competency indicators, as follows:

1. Knowledge of Consciousness in the cognitive field. For example, an employee knows how to identify learning and how to do good learning according to the existing needs effectively and efficiently in the company.
2. Understanding into the cognitive and affective possessed by the individual. For example, an employee in carrying out learning must have a good understanding of characteristics and conditions effectively and efficiently.
3. Ability/Skill Something possessed by an individual who carries out the task or work assigned to him. For example, the ability of employees to choose work methods that are considered more effective and efficient.
4. Attitude of Feelings (happy or unhappy, likes or dislikes) or reactions to a stimulus that comes from outside. For example, reactions to economic crises, feelings about salary increases and so on.
5. Interest A person's state of paying attention to something, which is accompanied by a desire to know, own, learn, and prove.

### **Factors affecting Competency**

In (Aisyah, et al, 2021) there are several factors that can affect competence, namely:

1. Beliefs and Values The beliefs and values that a person has about himself or others affect his behavior. This behavior affects a person's confidence in their competence.



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When people believe that they are creative and innovative, they will not try to find new or different ways of doing things.

2. Skills Skills affect individual competencies because their skills and competencies are related to each other in a particular field.
3. Experience To be able to master various competencies requires experience in leading people, group communication, problem solving, and so on.
4. Personality A person's personality can change over time. Therefore, personality can affect a person's abilities such as creating correlations and solving problems.
5. Motivation Motivation is one of the factors that affect competence. The encouragement given by the boss to his subordinates through appreciation, support, recognition and attention to his subordinates can motivate the subordinate to improve his skills.
6. Emotional Issues Emotional issues can limit a person's ability to manage competencies. Emotional problems are expressed, such as fear of making mistakes, feeling unpopular or not belonging to a group. This can hinder motivation and initiative, making skill development difficult.
7. Intellectual Ability Intellectual ability includes the ability to think conceptually and analytically. These abilities can affect a person's ability to understand competencies.
8. Organizational Culture A person's skills in various functions related to efficiency, work motivation, and relationships between employees, such as employee recruitment and selection, reward systems, organizational philosophy are things that can affect organizational culture.

## **Position Promotion**

### **Definition of Position Promotion**

According to Pandi (2018) Job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employees' feelings about whether or not their job is enjoyable. According to (Rahayu, 2017) Position promotion is the transfer of employees/employees from one position to a higher position and followed based on duties, responsibilities and authority higher than the previously occupied position.

### **Position Promotion Indicators**

According to Pandi (2018), the formulation of general indicators that are taken into account in the promotion process is as follows:

1. Communicative
2. Intellectual
3. Have a good vision
4. Outstanding
5. Discipline
6. Collaboration
7. Honesty



## 8. Loyalty

### **Factors affecting Position Promotion**

According to Afandi (2018) Position promotion is influenced by several things, namely:

1. Work Discipline
2. Loyalty
3. Education
4. Job Skills
5. Work Performance
6. Work Culture
7. Honesty

### **Job Performance**

#### **Definition of Work Performance**

According to Afandi (2018), work performance/achievement is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. According to Bernardin (2017), achievement is a record of the results obtained from certain job functions or certain activities during a certain period of time.

#### **Work Performance Indicators**

The indicators of work performance according to Afandi (2018) are as follows: Dimensions and performance indicators are:

- a. The dimensions of work results consist of three indicators, namely:
  1. Quantity of work
  2. Quality of work
  3. Efficiency in carrying out tasks
- b. Work behavior consists of three indicators, namely:
  1. Work discipline
  2. Initiative
  3. Rigor
- c. Personal traits consisting of three indicators, namely:
  1. Leadership
  2. Honesty
  3. Creativity

### **Factors affecting Job Performance**

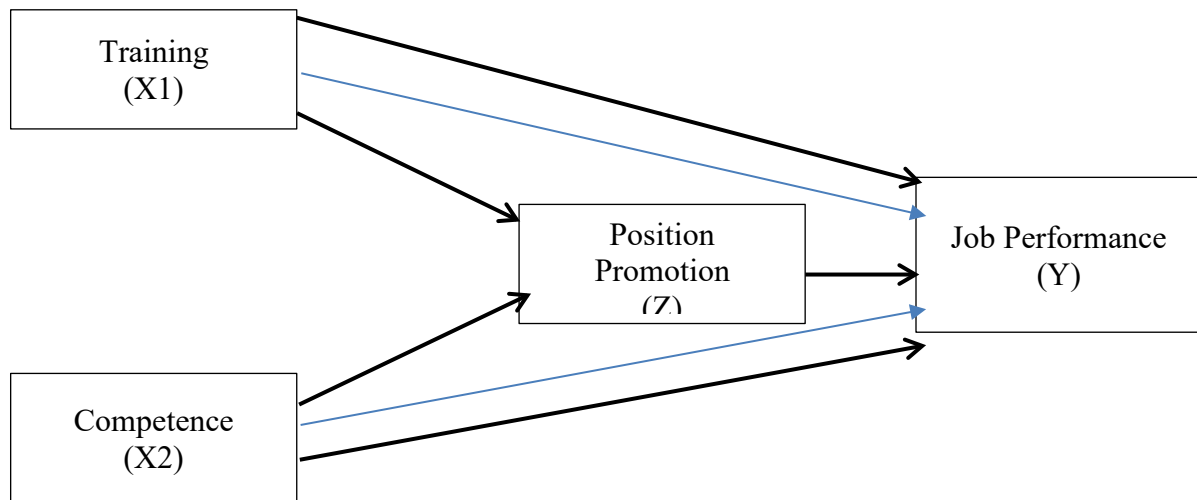
According to Siagian (2018) the factors that affect work performance are as follows:





- a. Encouraging an increase in work performance.
- b. As a decision-making material in the provision of rewards.
- c. For the benefit of employee mutation.
- d. To prepare education and training programs.
- e. Assist employees in determining their career plans and with the help of the staffing department develop a career development program

### Conceptual Framework



**Figure 1 : Conceptual Framework**

### Hypothesis

The hypothesis of this study is as follows:

- H1: Training has a positive and significant effect on Position Promotion at the Langkat Regent Office.
- H2: Competence has a positive and significant effect on Position Promotion in the Langkat Regent Office.
- H3: Training has a positive and significant effect on Work Achievement at the Langkat Regent Office.
- H4: Competence has a positive and significant effect on Work Achievement at the Langkat Regent Office.
- H5: Position promotion has a positive and significant effect on Work Achievement at the Langkat Regent Office.
- H6: Training has a positive and significant effect on work achievement through Position Promotion at the Langkat Regent Office.
- H7: Competence has a positive and significant effect on Work Achievement through Position Promotion at the Langkat Regent Office.

## RESEARCH METHODS

### Type of Research

In this study, there is a type of research, so the type of research used by the researcher is a type of quantitative research. According to Sugiyono (2019), quantitative descriptive, which is consistent with the research variables, focuses on actual problems and phenomena that are occurring, and presents research results in the form of meaningful numbers. This study aims to determine the influence of the variables studied

### Population and Sample

#### Population

The population of this study is 138 employees, the population according to Sugiyono (2019) is a generelation area consisting of objects/subjects that have a certain quantity and characteristics that are determined by the researcher to be studied and then conclusions are drawn.

#### Sample

According to Sugiyono, (2019) the sample is a characteristic or part of the number owned by the population. The determination of the sample in this study by taking the size of the sample that can be done statistically or by estimating the research without forgetting the nature of its representation in the sample queue must reflect the nature of the population. The sample used in this study will be explained after taking samples using the slovin formula, then the sample withdrawal with the slovin sample technique is as follows:

$$n = N \frac{\quad}{1+N(e)^2}$$

$$= 138 \frac{\quad}{1 + 138 (0,05)^2}$$

$$= 138 \frac{\quad}{1 + 138(0,0025)}$$

$$= 138 \frac{\quad}{1+1,345}$$

$$= 138 \frac{\quad}{2,345}$$

$$= 59 \text{ samples}$$



After pulling the sample with the slovin formula, the result obtained is 59, then the sample to be used is 59 employees.

### Place and Time of Research

This research was carried out at the location of the Langkat regent's office on Jalan T.Amir Hamzah no.1 Stabat. This research was carried out for 3 months to obtain accurate research results and data.

### Data Collection Methods

This study uses a questionnaire technique, questionnaires are given to respondents who are samples to fill in statements that have been listed, According to Sugiyono, (2019) in terms of methods or data collection, data collection techniques can be done by distributing questionnaires (questionnaires). Therefore, the data collection method used by the researcher is a questionnaire. According to Sugiyono, (2019) a questionnaire is a data collection technique that involves presenting a series of questions or written statements to respondents. To measure the attitudes, opinions and perceptions of individuals or groups of individuals about social phenomena specifically identified using the Likert Scale by researchers.

**Table 1 : Scoring for Questionnaire Answers Based on Scale**

Likert			
It	Statement	Symbol	Score Score
1	Strongly Agree	SS	5
2	Agree	S	4
3	Neutral	N	3
4	Disagree	TS	2
5	Strongly disagree	STS	1

### Operational Definition of Variables

A research variable is an attribute or trait or value of a person, object or activity that has a certain variation that is applied by the researcher to be studied and then drawn conclusions (Sugiyono, 2019). In this study, there are independent variables and dependent variables, which can be described as follows:

**Table 2. Variable Indicators**

Variable	Definition	Indicators	Scale
Training	According to Wahyuningsih (2019) training is a process to improve employee competence and can train	According to (Wahyuningsih, 2019) there are 5 indicators in training, namely:	



(X1)	abilities, skills, skills and knowledge.	<ol style="list-style-type: none"> <li>1. Training Objectives</li> <li>2. Material</li> <li>3. Method</li> <li>4. Participant Qualification</li> <li>5. Trainer qualifications</li> </ol>	Likert
Competence (X2)	According to Sugiyanto and Santoso (2018) competence can show certain knowledge, skills, and attitudes of a profession in certain characteristics of expertise, which are characteristic of a professional.	<p>According to Sugiyanto &amp; Santoso (2018) there are six competency indicators, including:</p> <ol style="list-style-type: none"> <li>1. Knowledge of Consciousness in the cognitive field.</li> <li>2. Understanding into the cognitive and affective possessed by the individual.</li> <li>3. Abilities/Skills</li> <li>4. Attitude of Feelings (happy-disliked, like-disliked)</li> <li>5. Interest A person's state of paying attention to something,</li> </ol>	Likert
Position Promotion (Z)	According to Pandi (2018) Job satisfaction is an effectiveness or emotional response to various aspects of work.	According to (Pandi, 2018) the general indicators that are taken into account in the promotion process are as follows:	

		1. Communicative 2. Intellectual 3. Have a good vision 4. Outstanding 5. Discipline 6. Collaboration 7. Honesty 8. Loyalty	Likert
Job Performance (Y)	<p>According to Afandi (2018), work performance/achievement is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.</p>	<p>The indicators of work performance according to Afandi (2018) are as follows:</p> <p>Dimensions and performance indicators are:</p> <p>a. The dimensions of work results consist of three indicators, namely:</p> <ol style="list-style-type: none"> <li>1. Quantity of work</li> <li>2. Quality of work</li> <li>3. Efficiency in carrying out tasks</li> </ol> <p>b. Work behavior consists of three indicators, namely:</p> <ol style="list-style-type: none"> <li>1. Work discipline</li> <li>2. Initiative</li> <li>3. Rigor</li> </ol> <p>c. Personal traits consisting of three indicators, namely:</p> <ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Honesty</li> <li>3. Creativity</li> </ol>	Likert

## Data Analysis Methods

## Data Processing Methods



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The data processing in this study uses smartPLS SEM (Partial Least Square – Structural Equation Modeling) software. PLS is capable of explaining the relationship between variables and is capable of 29 analyses in one test. The purpose of PLS is to help researchers to confirm theories and to explain whether or not there is a relationship between latent variables. According to Imam Ghazali (2016), the PLS method is able to describe latent variables (not measured directly) and is measured using indicators. The researcher uses *Partial Least Square* because this study examines each existing indicator so that the researcher can calculate the data in detail.

In statistical analysis, the data used the SEM PLS method. The following is the PLS method analysis technique:

#### 1. Outer model analysis

According to Husein (2015), the analysis of the outer model is carried out to ensure that the measurements used are worthy of being used as measurements (valid and reliable). There are several calculations in this analysis:

- a. Convergent validity is the value of loading factors on latent variables with their indicators. The expected value  $> 0.7$ .
- b. Discriminant validity is the crossloading value of a useful factor whether a construct has sufficient discriminant. The trick is to compare the value of the intended construct must be greater with the value of other constructs.
- c. Composite reliability is a measurement if the reliability value is  $> 0.7$ , then the construction value has a high reliability value.
- d. Average Variance Extracted (AVE) is the average variant that is at least 0.5.
- e. Cronbach alpha is a calculation to prove the result of composite reliability where the minimum amount is 0.6.

#### 2. Analyze the inner model

In this model analysis, it is to test the relationship between latent constructions.

There are several calculations in this analysis:

R Square is the coefficient of determination in endogenous constructs. According to Chin (1998) in Sarwono (2015) explained "the criteria for limiting the value of R square are in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak".

#### 3. Hypothesis testing

In his book Husein (2015) hypothesis testing can be seen from t-statistical values and probability values. For hypothesis testing, namely by using statistical values, for alpha 5% the t-statistical value used is 1.96. So that the criteria for accepting or rejecting the hypothesis is  $H_a$  accepted and  $H_0$  is rejected when the t-statistic  $> 1.96$ . To reject or accept the hypothesis using probability,  $H_a$  is accepted if the p value  $< 0.05$ .

## RESULTS AND DISCUSSION

### Outer Model Analysis

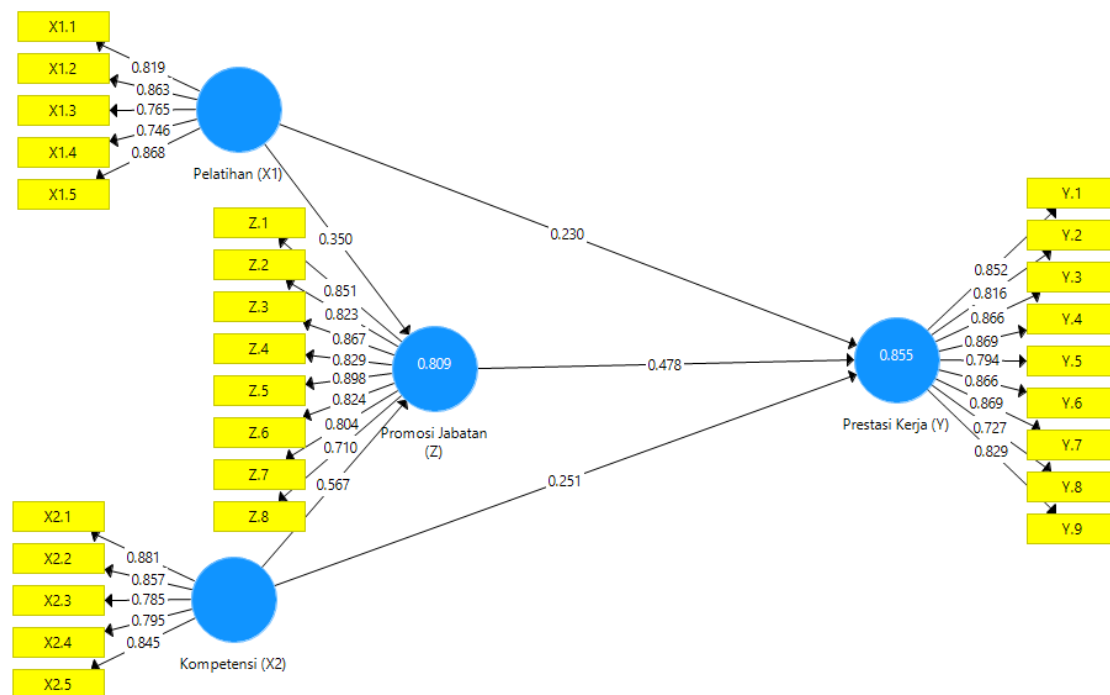




The outer model test is used to determine the specification of the relationship between the latent variable and its manifest variable, this test includes convergent validity, discriminant validity and reliability.

### 1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, as well as the value limit. Average.. Variance. Extracted. (AVE) is 0.5, if above the value is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value of > 0.7. The structural model in this study is shown in the following figure:



**Figure 2 : Outer Model**

The output of Smart PLS for the loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.350X_1 + 0.567 X_2 + e_1$$

For substructure 2

$$Y = b_2X_1 + b_3X_2 + b_4Z + e_2$$

$$Y = 0.230X_1 + 0.251X_2 + 0.478 Z + e_2$$

**Table 3. Outer Loadings**



	Competencies (X2)	Training (x1)	Work Performance (Y)	Promotion of Position (Z)
X1.1		0,819		
X1.2		0,863		
X1.3		0,765		
X1.4		0,746		
X1.5		0,868		
X2.1	0,881			
X2.2	0,857			
X2.3	0,785			
X2.4	0,795			
X2.5	0,845			
Y.1			0,852	
Y.2			0,816	
Y.3			0,866	
Y.4			0,869	
Y.5			0,794	
Y.6			0,866	
Y.7			0,869	
Y.8			0,727	
Y.9			0,829	
Z.1				0,851
Z.2				0,823
Z.3				0,867
Z.4				0,829
Z.5				0,898
Z.6				0,824
Z.7				0,804
Z.8				0,710

Source: Smart PLS 3.3.3

In table 3 above, the value of each variable is stated that the indicator in each variable is higher than 0.7 which means that each indicator has a value higher than 0.7 so that the data is declared valid and can continue further research.

## 2.Discriminate Validity

The next study finds out the valid data in terms of *Discriminate Validity*, aiming to find out whether the cross loading is greater than other latent variables so as to



determine the results of indicators with high correlation to the construction The following table shows the results of cross loading from the validity test as follows:

**Table 4. Discriminant Validity**

	<b>Competencies (X2)</b>	<b>Training (x1)</b>	<b>Work Performance (Y)</b>	<b>Promotion of Position (Z)</b>
<b>X1.1</b>	0,726	<b>0,819</b>	0,717	0,711
<b>X1.2</b>	0,736	<b>0,863</b>	0,765	0,764
<b>X1.3</b>	0,704	<b>0,765</b>	0,693	0,653
<b>X1.4</b>	0,719	<b>0,746</b>	0,651	0,639
<b>X1.5</b>	0,863	<b>0,868</b>	0,741	0,773
<b>X2.1</b>	<b>0,881</b>	0,810	0,731	0,775
<b>X2.2</b>	<b>0,857</b>	0,820	0,854	0,887
<b>X2.3</b>	<b>0,785</b>	0,715	0,717	0,687
<b>X2.4</b>	<b>0,795</b>	0,731	0,646	0,649
<b>X2.5</b>	<b>0,845</b>	0,754	0,722	0,669
<b>Y.1</b>	0,724	0,761	<b>0,852</b>	0,723
<b>Y.2</b>	0,722	0,696	<b>0,816</b>	0,737
<b>Y.3</b>	0,809	0,750	<b>0,866</b>	0,830
<b>Y.4</b>	0,724	0,732	<b>0,869</b>	0,726
<b>Y.5</b>	0,683	0,603	<b>0,794</b>	0,693
<b>Y.6</b>	0,809	0,750	<b>0,866</b>	0,830
<b>Y.7</b>	0,743	0,743	<b>0,869</b>	0,819
<b>Y.8</b>	0,640	0,756	<b>0,727</b>	0,611
<b>Y.9</b>	0,780	0,787	<b>0,829</b>	0,760
<b>Z.1</b>	0,860	0,801	0,813	<b>0,851</b>
<b>Z.2</b>	0,723	0,672	0,663	<b>0,823</b>
<b>Z.3</b>	0,745	0,829	0,832	<b>0,867</b>
<b>Z.4</b>	0,711	0,742	0,765	<b>0,829</b>
<b>Z.5</b>	0,825	0,770	0,816	<b>0,898</b>
<b>Z.6</b>	0,657	0,636	0,732	<b>0,824</b>
<b>Z.7</b>	0,655	0,633	0,686	<b>0,804</b>
<b>Z.8</b>	0,682	0,658	0,626	<b>0,710</b>

Source: Smart PLS 3.3.3

In table 4 above, there is a cross loading facto variable The Competence value that each indicator has is greater than the cross loading in other variables, for the cross loading factor variable Training has a value in each indicator that is greater than the cross loading value in other variables, for the cross loading factor variable Work

Performance each indicator has a greater value than the cross loading of other variables, for the cross loading factor of the Position Promotion variable, each indicator has a greater value than the cross loading variable so that it can be concluded that there is a valid value discriminantly.

### 3.Composite Reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

**Table 5. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Competencies (X2)	0,890	0,919	0,694
Training (x1)	0,871	0,907	0,662
Work Performance (Y)	0,944	0,953	0,694
Promotion of Position (Z)	0,934	0,945	0,685

Source: Smart PLS 3.3.3

Each variable in the table above has a value better than 0.7 in the Cronbach alpha column which indicates that the reliability data of the variable is consistent. Since the data is more than 0.6, it can be explained that each variable is considered trustworthy in the Composite Reliability column whose value is greater than 0.6. Each variable in the AVE column has a value greater than 0.7, which indicates that the data is valid according to the AVE standard. Since all variables in the reliability column, AVE, and Cronbach alpha have values greater than 0.7 and 0.6, respectively, they are all considered valid and reliable.

### Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model made is strong and precise. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

#### 1.Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square values are obtained as follows:



**Table.6.R Square Results**

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Work Performance (Y)</b>	0,855	0,847
<b>Promotion of Position (Z)</b>	0,809	0,802

Source: Smart PLS 3.3.3

The R square value in the Work Achievement variable is 0.855, meaning that the influence of Competence, Training and Position Promotion is 0.855 if it is percentaged by 85.5%, the rest is in other variables. The R square value of the Position Promotion variable is 0.809, meaning that the influence of Training and Competency on Position Promotion is 0.809 or 80.9% and the rest is in other variables.

## 2. Hypothesis Testing

As suggested by this review, the next step is to evaluate the relationship between idle builds after evaluating the inner model. To test the speculations in this review, T-Statistics and P-Values were examined. It is stated that the P-Values are less than 0.05 and the T-Insights value is greater than 1.96. The immediate impact of the Path Coefficient is as follows.

**Table 7 : Path Coefficients (Direct Influence)**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV I )</b>	<b>P Values</b>	<b>Result</b>
<b>Competency (X2) -&gt; Work Performance (Y)</b>	0,251	1,399	<b>0,081</b>	<b>Rejected</b>
<b>Competencies (X2) -&gt; Position Promotion (Z)</b>	0,567	3,668	<b>0,000</b>	<b>Accepted</b>
<b>Training (X1) -&gt; Work Achievement (Y)</b>	0,230	1,556	<b>0,060</b>	<b>Rejected</b>
<b>Training (X1) -&gt; Promotion (Z)</b>	0,350	2,232	<b>0,013</b>	<b>Accepted</b>
<b>Position Promotion (Z) -&gt; Work Performance (Y)</b>	0,478	4,881	<b>0,000</b>	<b>Accepted</b>

In table 7 above there is a direct influence of each influence between variables and all hypotheses and explanations as follows:

1. Competence has a positive and insignificant effect on Work Achievement with the original sample value of 0.251 and p values 0.081, meaning that if the competence increases, it does not mean that the work performance increases, on the contrary, if the competence decreases, it does not necessarily mean that the work performance decreases.
2. Competency has a positive and significant effect on Position Promotion with the original sample value of 0.567 and p values of 0.000, meaning that if competence increases, position promotion increases, on the contrary, if competence decreases, position promotion decreases.
3. Training has a positive and insignificant effect on Work Achievement with the original sample value of 0.230 and p values of 0.060, meaning that if training increases, work performance does not necessarily increase, on the contrary, if training decreases, work performance does not necessarily decrease.
4. Trainers have a positive and significant effect on Position Promotion with the original sample value of 0.350 and p values of 0.013, meaning that if training increases, position promotions also increase, vice versa, if it decreases, position promotions also decrease.
5. Position promotion has a positive and significant effect on Job Performance with the original sample value of 0.478 and p values of 0.000, meaning that if the position promotion increases, the work performance also increases, on the contrary, if it decreases, the work performance also decreases.

**Table 8 : Path Coefficients**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Result
<b>Competency (X2) -&gt; Position Promotion (Z) -&gt; Work Performance (Y)</b>	0,271	2,961	<b>0,002</b>	<b>Accepted</b>
<b>Training (X1) -&gt; Position Promotion (Z) -&gt; Work Achievement (Y)</b>	0,167	1,939	<b>0,027</b>	<b>Accepted</b>

In table 8 above there is a direct influence of each influence between variables and all hypotheses and explanations as follows:

1. Competence has a positive and significant effect on Job Performance through Position Promotion with the original sample value of 0.271 and p values of 0.002, meaning that position promotion is an intervening variable because it is able to influence indirectly positively and significantly.



2. Training has a positive and significant effect on Job Performance through Position Promotion with an original sample value of 0.167 and p values of 0.027, meaning that position promotion is an intervening variable because it is able to significantly affect

## Conclusion

The conclusions of this study are as follows:

1. Competence had a positive and insignificant effect on Work Achievement with the original sample value of 0.251 and p values of 0.081.
2. Competency had a positive and significant effect on Position Promotion with an original sample value of 0.567 and p values of 0.000.
3. The training had a positive and insignificant effect on Work Achievement with the original sample value of 0.230 and p values of 0.060.
4. Pelathan had a positive and significant effect on Position Promotion with the original sample value of 0.350 and p values of 0.013.
5. Position promotion had a positive and significant effect on Work Performance with an original sample value of 0.478 and p values of 0.000.
6. Competence has a positive and significant effect on Work Performance through Position Promotion with an original sample value of 0.271 and p values of 0.002.
7. Training had a positive and significant effect on Job Achievement through Position Promotion with an original sample value of 0.167 and p values of 0.027.

## Suggestion

The suggestions from this study are as follows:

1. It is hoped that this research will be used as input for the organization to be even better and change its mistakes.
2. It is hoped that this research will be used as a reference material for new research with a new title and can develop it.
3. Organizations must be able to improve employee competencies well.
4. Organizations must conduct training properly and correctly to get good results.
5. Organizations must be ambitious to move up in the ranks.
6. Organizations must be able to get achievements in every work.

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