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The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia

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ABSTRACT

The aim of this study is to examine the effects of training and job promotion on work motivation and their implications on employee job performance. The study is accomplished in the Environment of the South Lampung Regency National Education Office on 215 respondents. The research design uses a quantitative survey method and data analysis is based on the structural equation model (SEM) with Amos 24. The results of the study show that (a) training and promotion had a positive and significant effect on work motivation, (b) training, promotion and work motivation had a positive and significant effect on job performance but (c) work motivation did not play any significant role in mediating the effect of training and job promotion for job performance. While job promotion had a more dominant direct effect than training in improving employee job performance, efforts to improve employee job performance will be more productive by providing job promotions to employees. Another effort is to provide opportunities for employees to attend training regularly. With job promotion and training, work motivation will increase, and the impact is that employee job performance will increase.

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1. Introduction

The success and failure of an organization in achieving its goals depend very much on the quality and management factors of its human resources. According to Noe et al. (2007), human resources (HR) quality factors and HR management practices such as HR development and job performance management include: training, work motivation and job promotion will significantly affect HR job performance. According to Mathis et al. (2013), job performance is the result of business relationships, abilities, and role perception. The effort is the result of Work Motivation which means that the amount of physical and mental energy of an individual in carrying out their duties. A study by Khan et al. (2014) concluded that organizations that have excellent training plans for employees could improve employee job performance. All organizations that wish to improve their employee job performance must focus on employee training and work motivation.

Research by Ghaffari et al. (2017) explained that the most significant work motivation factor in improving employee job performance is the responsibility, while additional benefits are the second significant factor. HR Management can use a variety of plans or factors to simulate workers, but HR management must remember that different work motivation programs will have different work motivation influences on different employees. Managers must consider that various incentive plans can affect employees in different ways and at different positions and times. Changes occur continuously in different situations, needs, and individual goals. Human resource management must understand the differences in values, needs, tasks and employee satisfaction levels in terms of improving work job performance and productivity. Likewise, the research conducted by

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Imam et al. (2019) show that the promotion of positions, mutations and organizational culture simultaneously and significantly influence employee job performance. Of these three factors, the most dominant one is job promotion. Companies need to create a clear selection program and career path so employees will work to improve their job performance.

2. Literature review and hypothesis development

2.1. *Effect of training on work motivation*

Dessler (2006) defines training as an activity to improve current job performance and future job performance. Training is one form of education with the principles of learning. According to Noe et al. (2007), the development of human resources (HR) must be the process sustainable by management to improve employee competency and organizational job performance through training, education, and development programs. Training includes activities that serve to improve one's job performance on the job. In improving job performance from the provision of work motivation, in motivating employee work, there are several ways, including providing work training to employees. Lussier and Hendon (2017) define work motivation as a series of attitudes and values that influence individuals to achieve specific things by individual goals. That attitude and value are invisible, which gives strength to encourage individuals to behave in achieving their goals. The drive consists of two components, namely the direction of work behavior to achieve goals, and the strength of behavior that explains how strong the individual effort at work.

Some previous research conducted by Güllü (2016) show that the training and development program had a positive impact on the work motivation of employees in the banking sector. The results of the study concluded that banks that have proper training and development programs for employees could improve employee motivation. However, the results are very based on a literature review. Thus, Khan et al. (2014) showed a strong relationship between internal training in the companies surveyed and employee motivation to work. Thus,

H₁: Training positively affects job performance.

2.2. *Effect of job promotion on work motivation*

According to Mathis et al. (2013), promotion occurs when an employee is transferred from one position to another in a higher reward, responsibility and level in the organization. While Robbins and Judge (2013) state that job promotion will provide opportunities for personal growth, more responsibility, and increased social status. If job promotion is good, it provides satisfaction to employees. Job promotion is an increase in workforce or employees in better jobs, compared to previously greater responsibilities, achievements, facilities, higher status, higher proficiency demands, and additional wages or salaries and other benefits (Neck et al., 2018). According to Kinicki and Fugate (2017), job promotion occurs when an employee moves from one job to another, which is higher in payment, responsibility and level. Job promotion is one way to motivate employees to work. Work motivation is generally as awards, prizes for past efforts and achievements. Work motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relations. Work motivation can also be interpreted as individual encouragement to take action because they want to do it. If individuals are motivated to work, they will make positive choices to do something, because it can satisfy their desires. Scandura (2017) argues that work motivation consists of the need for achievement, the need for strength and the need for affiliation. The research results of Gathungu et al. (2015) show that job promotion affects significantly on work motivation. Thus,

H₂: Job promotion positively affects work motivation.

2.3. *Effect of training on job performance*

McShane and Glinow (2017) suggest that low employee job performance is not only due to employee mistakes themselves, but there is a possibility of leadership patterns from leaders who are not quite right. Armstrong and Baron (2005) explained that job performance is the result of work that is closely related to organizational goals and consumers contribute to the economy. Training the employees is in supporting expertise in terms of their work. Werner and DeSimone (2006) explain the training program not only develops employees but also helps organizations make the best use of their human resources to gain competitive advantage. Therefore, it seems compulsory for companies to plan such training programs for their employees to improve their abilities and competencies in the workplace. Previous research conducted by Mubarak and Putra (2018), Elnaga and Imran (2013), Mangkunegara and Agustine (2016), Setyawati et al. (2019) show that training had a partially significant positive effect on job performance. Thus,

H₃: Training positively affects job performance.

Knowles et al. (2005) state the purpose of job promotion: (1) Giving higher recognition, position and appreciation for high-performing employees. (2) Achieving personal satisfaction, pride, higher social status, and income. (3) Increasing work mo-

tivation, discipline, and productivity. (4) Ensuring employee stability, assessment of job promotion to employees by the assessment indicators, timely assessment and transparency. (5) Job promotion opportunities create multiple effects in companies due to new jobs. (6) Providing opportunities for employees to develop creativity and better innovation for maximum company benefits (7) Increasing / expanding employee knowledge and work experience, is the driving force for other employees. (8) Placing a new organizational structure due to a mutation in position. So that the job is not empty, then promote the position to another position. (9) Employees at promotion position in the right position, enthusiasm, and enjoy the work environment, so that their work productivity also increases. (10) Facilitating applicants with job promotion opportunities.

According to Dean and Joseph (2015), job promotion is an increase in workforce or employees in better jobs, compared to previously greater responsibilities, achievements, facilities, higher status, higher proficiency demands, and additional wages or salaries and benefits the other. Job promotion refers to several indicators: (1) increased responsibility, (2) increased tasks, (3) increased rights, and (4) increased authority. Research conducted by Imam et al. (2019), Saharuddin and Sulaiman (2016), Kiruja and Mukuru (2018), and Awosusi and Jegede (2011) give the result that promotion has a positive and significant effect on employee job performance. Thus,

H₄: Promotion positively affects job performance.

2.4. Effect of work motivation on job performance

Berman et al. (2019) say that the factors that influence job performance achievement are the ability factor and work motivation factor. There is a positive relationship between the motives of high achievers and achievement of job performance. A high achievement motive is an encouragement in employees to carry out an activity/task as well as possible in order to be able to achieve job performance with honors. Armstrong and Mitchell (2019) explain that work motivation arises because of two factors: internal factors that arise from within oneself, while external factors come from outside themselves.

According to the results of research conducted by Güngör (2011), both extrinsic and intrinsic work motivation have some impacts on employee job performance. Zlate and Cucui (2015) note that work motivation is a top priority for managers. Managers must develop organizational strategies to motivate employee work; this is the primary goal of organizational management to improve organizational job performance. Likewise, with research by Mangkunegara and Agustine (2016), Abdi Mohamud, Ibrahim, and Hussein (2017), Ghaffari et al. (2017) and Mubarak and Putra (2018) where their research generally suggests that there was a positive influence between work motivation on job performance. Thus,

H₅: Work motivation positively affects job performance.

3. Research method

This research uses quantitative research by developing reliable and valid research instruments. The variables in this study consisted of training, job promotion, work motivation and job performance as measured by a Likert scale instrument 1 - 5. The scale represented a rating from 'strongly disagree' to 'strongly agree'. Purposefully, there were 215 respondents in the environment of the Department of National Education in South Lampung Regency – Indonesia. Data collected through face to face by researchers. There are 215 respondents, and 100% returned the questionnaire. The design of this study is Structural Equation Modeling (SEM), using AMOS version 24 to analyze data and answer hypotheses. In the test phase, the measurement of the construct uses the validity and reliability test of the instrument using the goodness of fit (GOF) test with the Maximum Likelihood Estimation (MLE) approach. The assessment of the questionnaire items was carried out by Confirmatory Factor Analysis (CFA) to test the relationship of constructs with indicators based on the theory developed. Cronbach's Alphas is also used to test construction reliability. CFA test results show that all items in question are valid because the loading factor of each item > 0.5. The loading factor value for each variable with the following dimensions: (1) training variable (TR) with the dimensions of the training methods TR5 (0.800), TR6 (0.746), TR7 (0.761) and TR8 (0.707), training evaluation dimensions TR9 (0.756), TR10 (0.775), TR11 (0.761) and TR12 (0.754), training material dimensions TR1 (0.773) and TR4 (0.768). (2) Job Promotion (PR) variable with skills dimensions PR1 (0.757), PR2 (0.745), PR3 (0.739), PR4 (0.748) and PR5 (0.741), seniority dimensions PR6 (0.716), PR7 (0.756), PR8 (0.757), PR9 (0.713) and PR10 (0.737). (3) Work Motivation (MT) variable with achievement needs MT1 (0.730), MT2 (0.761) and MT3 (0.764) achievement dimensions, MT4 affiliation requirement dimensions (0.772), MT5 (0.785) and MT6 (0.775), MT7 power requirement dimensions (0.725), MT8 (0.730) and MT9 (0.750). (4) Job Performance variables (PF) with dimensions of work quality PF1 (0.733), PF2 (0.739) and PF3 (0.727), work quantity dimensions PF4 (0.724), PF5 (0.734) and PF6 (0.705), dimensions of work reliability PF7 (0.781) and PF8 (0.739), work attitude dimensions PF10 (0.729), PF11 (0.747) and PF12 (0.756). Table 1 shows the value of Construct Reliability ≥ 0.7 and Variance Extracted ≥ 0.5 for each construct. CFA test results to analyze the validity and reliability of the construct; the results concluded that all indicators to measure variables and analyze research data.

Table 1
Reliability Test Results Based on the Fit Model

Variables	Construct Reliability of ≥ 0.7	Variance Extracted ≥ 0.5	Conclusion
Training (TR)	0.99	0.98	Reliable
Job Promotion (PR)	0.99	0.99	Reliable
Work Motivation (MT)	0.99	0.99	Reliable
Job Performance (PF)	0.99	0.96	Reliable

4. Results and discussion

Hypothesis testing uses second-order Structural Equation Modeling (SEM) with the help of Amos 24.0. Table 3 explains the assumptions of test results in SEM development. Model fit test confirmation on full models that meet the goodness of fit criteria. The structure model is used to draw a model of research causality with structural relationships. Goodness of fit test results are as follows: Chi-Square = 892.48, probability = 0.00, GFI = 0.841, AGFI = 0.819, CFI = 0.974, TLI = 0.971, IFI = 0.974 and RMSEA = 0.03. The goodness of fit criteria already meets the cut-off value requirements. The research model is suitable and meets the standard criteria for analyzing and testing the proposed hypothesis.

Table 2
Hypothesis Testing

	Hypothesis	Standardized Path Coefficients	t-Value	Conclusion
H1	Training \rightarrow Work Motivation	0.198	8.267	Significant
H2	Job Promotion \rightarrow Work Motivation	0.660	3.178	Significant
H3	Training \rightarrow Job Performance	0.155	2.870	Significant
H4	Job Promotion \rightarrow Job Performance	0.581	6.642	Significant
H5	Work Motivation \rightarrow Job Performance	0.237	2.961	Significant

4.1. Effect of training on work motivation

Hypothesis 1 testing shows that t arithmetic $3.178 > 1.96$ so that training has a positive and significant effect on work motivation. These findings support research conducted by Güllü (2016), which shows that training and development programs have positive impacts on employee motivation in the banking sector. Banks that have proper training and development programs for employees can increase employee motivation. Likewise, the results of Khan et al. (2014) research show that there was a strong relationship between internal training and employee motivation to work. Furthermore, Khan et al. (2014) and Güllü (2016) conclude that employees need to get work motivation such as the work environment, conditions or content of the activities carried out in the form of training that can improve their skills.

4.2. Effect of job promotion on work motivation

Hypothesis testing 2 concludes t count $8.267 > 1.96$, so that promotion has a positive and significant effect on work motivation. The result of this study is consistent with previous studies by Asaari et al. (2019), Ddamulira Sseruyange (2009) and Gathungu et al. (2015) which show that job promotion had a positive and significant effect on work motivation. Forms of work motivation vary greatly, and one of them is promotion. Promotion of positions of employees who excel at higher positions will have an impact on increasing work motivation so that job performance will increase.

4.3. Effect of training on job performance

Hypothesis 3 testing shows t count $2.870 > 1.96$, so that training has a positive and significant effect on employee job performance. This result is in line with research conducted by Mubarak and Putra (2018), Elnaga and Imran (2013) and Mangkunegara and Agustine (2016), which shows that training has a partially significant positive effect on job performance. Based on the results of this study, job performance will increase if employees have the expertise and skills about their work.

4.4. Effect of job promotion on job performance

Hypothesis 4 testing shows count $6.642 > 1.96$, so that promotion has a positive and significant effect on job performance. This finding study supports previous research conducted by Imam et al. (2019), Saharuddin and Sulaiman (2016), Kiruja and Mukuru (2018) and Awosusi and Jegede (2011) which show that the promotion has a positive and significant effect on employee job performance. The inference is that job promotion can make better employees performance.

4.5. Effect of work motivation on job performance

Hypothesis 5 testing shows t value is $2.961 > 1.96$. Work motivation significantly affects employee job performance. This study is in line with the findings of Zlate and Cucui (2015), Mangkunegara and Agustine (2016), Abdi Mohamud et al. (2017), Ghaffari et al. (2017) and Mubarak and Putra (2018). Their findings generally suggest that there is a positive influence between work motivation on work job performance with the results of this study managers must develop organizational strategies to motivate employee work; this is the primary goal of organizational management to improve organizational job performance.

4.6. Direct and indirect effects

The direct effect of training on work motivation was 0.198, and the direct effect of job promotions on work motivation was 0.660. The direct effect of training on employee job performance was 0.155, and the direct effect of promotion on job performance was 0.581, while the direct effect of work motivation on employee job performance was 0.237. The indirect effect of training on job performance through work motivation is 0.327 greater than the direct effect of training on job performance which is only 0.155. Thus, work motivation has a mediating role in the effect of training on employee job performance. In other words, improving employee job performance will be better through increased training and work motivation. The indirect effect of job promotion on job performance through work motivation is 0.156 smaller than the direct effect of job promotion of 0.581. Thus, promotion does not play a role as a mediator on the effect of promotion on employee job performance. Job promotion is more effective, indirectly increasing employee job performance than through the mediating role of work motivation.

4.7. Total influence

The smallest total influence of this structural model is in the path of the effect of training on employee job performance, by 0.155. On the track, the effect of total training on employee job performance through work motivation is 0.435. The most dominant total effect is on the influence of job promotions on employee job performance through work motivation of 0.897, and the total effect of promotion on employee job performance is 0.581. Thus, the main findings of this study are to improve employee job performance, preferably through the application of job promotions and employee motivation, because this path has the most dominant influence.

5. Conclusion and recommendation

The training proved to have a positive and significant effect on work motivation and employee performance. The significant dimensions of practical employee training are materials, methods and evaluations of training results. The significant training indicators are clarity in determining training objectives, appropriateness or practical benefit of training material, appropriateness of the composition of the material provided and the amount of material offered. The significant indicator of training methods is the accuracy and variety of training methods, mastery of materials and effective communication techniques. In contrast, the evaluation indicators of training results must have an impact on increasing work productivity, careers, decision-making skills and benefits to the community.

Job promotion also proves to influence work motivation and job performance. The significant of job promotion dimensions are employee skills and seniority. The significant of employee skills indicators are the level of education, interpersonal skills, work responsibilities, work performance, initiative and creativity. In contrast, significant indicators of employee seniority are the breadth of experience, organizational loyalty, honesty at work, years of service and mastery of the field of work.

Work motivation also has a significant effect on employee work performance. The significant dimension of work motivation is the fulfilment of the need for achievement, affiliation and power following the N-Ach (need of achievement) theory from David McClelland. Partially or simultaneously, training and job promotion have a positive and significant influence on employee work motivation. Conducting practical training and job promotion are efforts to increase employee motivation. However, based on direct and indirect effects, it can be concluded that the promotion variable has a more significant direct effect than the direct effect of training and motivation variables on employee Job Performance. The most optimal effort to increase job performance is to increase work motivation through the application of job promotion. Simultaneously, increasing employee work motivation can also be through enhancing training programs.

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