

AN EXPLORATION OF THE RELATIONSHIP BETWEEN TRAINING, WORK EXPERIENCE, AND PROMOTION OF POSITIONS IN PEKANBARU MINING SECTOR COMPANIES

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Submit: 28 Januari 2025

Review: 28 Januari 2025

Publish: 26 Februari 2025

Abstract: This study aimed to determine the magnitude and significance of the training, work experience, and promotions on employee performance at Mining sector companies in Pekanbaru. The population of this research is company employees with a sample of 50 people taken with a saturated sampling technique, the analytical method used is Multiple Linear Regression Analysis with SPSS v20. The results of this study indicate that training has a significant impact on employee performance. Work experience has a significant impact on employee performance. Promotion has a significant impact on employee performance. To improve the performance of employees of Mining Sector companies in Pekanbaru should be able to review the training program and be able to pay more attention to the promotion of appropriate positions in the field and education so that employees are more loyal to Mining sector companies in Pekanbaru and can improve employee performance.

Keywords: *Training, work experience, position promotion, employee performance*

Human resources are crucial in a company's operations since it is the human resources that manage the company and the success of a company is greatly influenced by the competitive ability of its human resources. Employees are human resources who work in the company. Human resource management must be carried out by every company or organization which generally aims to achieve company goals effectively and efficiently. To achieve company goals, companies need to develop their employees so that they can increase their skills and work abilities.

Through training programs, companies hope that the potential of their employees can increase to the standards desired by the company, or at least close to the standards desired by the company. After completing the company's training program, if a person is already competent at their job, they will eventually gain work experience. This work experience is generally obtained through training and the interval of time a person has worked at a company. An employee who frequently takes part in training has a long service life, and has good work results will be retained by the company.

Oneway companies retain good employees by giving them promotions. An increase in position will certainly make an employee even more motivated to work better, because when a position increases, not only do obligations increase, but employee rights such as salary, wages, benefits, etc. will also increase.

This mining company was founded in 2012, is a company that operates in the mining sector, extracting materials in the form of gravel and sand which will be used for construction materials. This company continues to experience development every year but also faces many challenges in developing the company. One of the challenges in this development is employee performance. The performance of employees at is indeed quite good and should be maintained or even improved to increase the company's competitive ability. The following is employee performance data obtained from the company:

The company's internal report data shows that in 2018 there was employee achievement of 92% of the company's minimum expectations of 92%, which is an

achievement percentage of 100%, and the target was achieved. In 2019 there was a decrease in employee achievement by 3% to 89%, with the company's minimum expectation being 92% and the achievement percentage being 96.74%, so the company's target had not been achieved. In 2020 there was a slight decrease of 1%, and employee achievement was 88%. With the company's expectations of 92%, the achievement percentage was 95.67%, which the result has not been achieved.

Employee performance is the result achieved by an employee is determined by the quality and quantity of work while carrying out their responsibilities (Mangkunegara, 2017). The performance of this mining company employees was good and achieved the company's expectations in 2018, namely 92%, but experienced a decline and did not reach the company's expectations in 2019 and 2018. Employee performance at this company is evaluated by assessing the level of attendance, precision of work attendance, and precision of findings handed over. If employees arrive late or are absent, working hours will be reduced so the work will be completed more slowly. Accuracy in submitting work results that are not optimal can disappoint the company.

Many factors can cause this performance problem. Training is education provided by the company to employees and aims to improve employee skills so that they are skilled at work. If employees have good skills, the work results will be correct and appropriate. Training can influence employee performance, agrees with the results of research (Yusnita & Fadhil, 2015) and (Yulistiyono & Solahudin, 2018) which concluded that training influences employee performance.

Apart from training, work experience also determines employee performance. Employees with sufficient work experience will certainly be more confident and precise in their work because they have been equipped with maximum work skills. What if employees do not have work experience, they will be confused about doing their work so

that the resulting work results will not be optimal, agrees with the results of research (Husain, 2018), and (Zahro et al., 2018) concluded that training has a positive influence on performance. Meanwhile, research (Pakpahan et al., 2014) concluded that training did not significantly affect performance.

Employee performance that has not met the company's targets may also be attributed to low promotion opportunities within the company. If the company determines the conditions for getting a promotion, then employees will try their best to work well to get this promotion opportunity. Research by (Ritonga & Lubis, 2015) and (Husna & Ganar, 2021) shows that Job promotions have a positive impact on employee performance. Research results (Septiani, 2015) state that simultaneously there is a significant influence of training, work experience, and promotion on performance. From the description of several problems with the performance and based on previous research, the author suspects that low training, work experience, and job promotions are the causes of less-than-optimal performance.

Performance on the authority (Sedarmayanti, 2012) is a translation of the word performance which means the result of the work of an employee or worker, a management process where the results of the work must have concrete evidence that can also be measured. According to Kusriyanto (Mangkunegara, 2017) performance is a comparison of the results achieved with the participation of the workforce per unit of time. According to (Wibowo & Phill, 2015) performance comes from the word performance which means the result of work or work achievement. However, it needs to be understood that performance is not just the result of work or work performance but also includes how the work process takes place. According to Gomes (Mangkunegara, 2017), the definition of employee performance as expressions such as output,

efficiency, and effectiveness are often linked to productivity.

According to (Mangkunegara, 2017) employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out the responsibilities given to him. According to Mathis and Jackson (Priansa, 2014), performance is basically what employees do or do not do in their work. Meanwhile, according to (Mangkunegara, 2013), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out the responsibilities given to him.

The Relationship between Training and Performance

The definition of training, according to Sikula (Mangkunegara, 2017), is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes. According to (Suwatno & Priansa, 2011), training is a systematic process of changing the behavior, knowledge, and work motivation of workers to improve the conformity between employee characteristics and work standards. (Rivai & Sagala, 2018), describes Training is the process of acquiring and improving skills outside the current education system in a relatively short time, prioritizing practice over theory. Meanwhile, skills include the meaning of physical skills, intellectual skills, social skills, managerial skills, and others. According to (Sutrisno, 2016), states that training indicators are: (1) Materials needed, (2) methods used, (3) training instructor abilities, (4) facilities, (5) training participants, and (6) training evaluation,

Training concerns improving one's quality in helping the contribution of companies currently working. Companies need effective and efficient results. The training provided by the company is in the form of theory and practice. Environmental aspects also support employees who deserve to get better results. Training is described as how ready he is to carry out the process obtained by the means that the individual is pleased with.

According to (Dessler, 2015), training is the process of teaching new employees the skills needed to do their jobs. Training refers to the methods used to provide new or current employees with the skills they need to do their jobs. Specifically, training needs analysis is one solution to improve or enhance employee performance in a company (Marwansyah, 2019). Meanwhile, according to Anthony in Edison's (2016) quote, training is defined as a program that aims to maintain and improve individual performance within the company.

H1: Training has a positive effect on performance.

Relationship between work experience and performance

According to (Septiani, 2015), work experience is defined as a reference for employees to be able to position themselves appropriately, according to conditions, dare to take risks, be able to face challenges with full responsibility, and be able to produce individuals who are competent in their field. Work experience is also defined as an employee's understanding of something he or she has done in a certain period which improves work skills so that the resulting task results are good (Hafni & Salim, 2018). According to (Shih & Susanto, 2011) states that indicators of work experience are: (1) Indicators of length of work, (2) Level of knowledge and skills; and (3) Mastery of work.

According to (Septiani, 2015), work experience is defined as a reference for employees to be able to position themselves appropriately, according to conditions, dare to take risks, be able to face challenges with full responsibility, and be able to produce individuals who are competent in their field. Work experience is also defined as an employee's understanding of something he or she has done in a certain period which improves work skills so that the resulting task results are good (Hafni & Salim, 2018).

Experience is an important factor in improving employee performance in quality and quantity (Zahro et al., 2018). Work experience can be a person's capital. When

doing a job, someone who works long hours and has good skills will certainly be more trusted by the company (Zahro et al., 2018). From these opinions, it can be concluded that work experience is the amount of time a person has been working on a job which makes a person improve their work skills to produce good work results, and by the company's wishes.

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

The relationship between job promotion and performance

A job promotion is when someone is moved from one job to another with greater responsibilities and duties (Septiani, 2015). Promotion is a move that increases an employee's authority and responsibility to a higher position in the company, so that their obligations, rights, status, and income are greater (Hasibuan, 2017). Promotion is a transfer within a company to another position so that status and salary increase (Yulistiyono & Solahudin, 2018). Job promotion is an activity that optimizes a company's human resources. Apart from that, job promotion also aims to regenerate human resources in the company (Ritonga & Lubis, 2015). According to (Hasibuan, 2017), the indicators for promotion are: (1) Honesty, (2) Discipline, (3) Work performance, (4) Cooperation, (5) Skills, (6) Loyalty, (7) Loyalty, (8) Leadership and (8) Education.

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

H3: Job promotions positively affect employee performance.

Relationship of Framework of Thought to Performance

A framework is a temporary explanation of a phenomenon that is the object of our problem so that the variables to be studied will be designed. Here are the thoughts on this research:

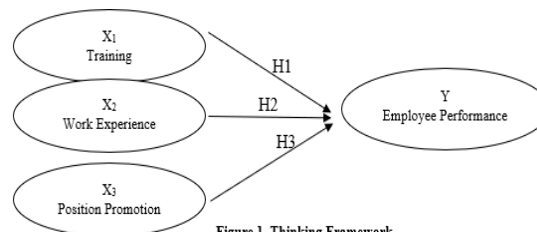


Figure 1. Thinking Framework

METHOD

The analysis model in this research is multiple linear regression. Multiple regression is a method used to test the simultaneous influence of several independent variables on the dependent variable.

Validity test results for Training, Work Experience, and Position Promotion from 50 respondents and 40 statement items and Employee Performance Variables consisting of 50 respondents and 10 statement items. The value of the validity coefficient (count) for each statement item must also be greater than the rtable value. The rtable is searched for a significance of 0.05 with a 1-sided test using the formula $n-2$ where (n) = sample, then an rtable of 0.2403 is obtained. So it can be concluded that all variables are valid.

Reliability Test

Reliability is determined based on the proportion of the total variance which is the true total variance. The greater the proportion the higher the reliability using the Cronbach alpha statistical test. If the Cronbach's Alpha value is > 0.6 then the question or indicator is said to be reliable (Arikunto, 2017).

From the results of data analysis, the Alpha coefficient value is obtained, namely the Training variable, which is 0.968, the Work Experience variable, which is 0.942, the Position Promotion variable, which is 0.867, and the Employee Performance variable, which is 0.896, the Training variable is in the high category, so it can be

concluded that all variables are reliable and reliable.

Classical Assumption Test

Multicollinearity Test

According to (Ghozali, 2021), the multicollinearity test aims to test whether the regression model finds a correlation between independent variables. To test multicollinearity by looking at the VIF value of each independent variable, if the VIF value is <10, it can be concluded that the data is free from symptoms of multicollinearity.

RESULTS

Table 1. Multicollinearity Test Results

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

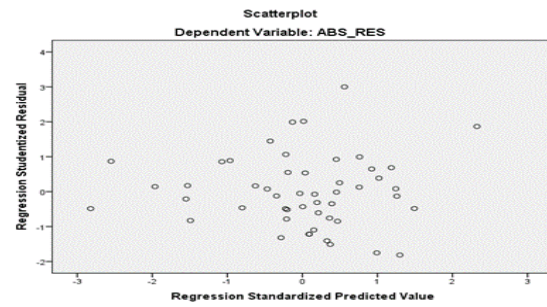
Source: Processed Data, 2022

From Table 1 it can be seen that the Training, Work Experience, and Position Promotion variables have a tolerance value close to 1 and the VIF also shows the same thing, where none of the independent variables has a VIF value above 10. It can be concluded that there is no multicollinearity between the independent variables. The regression model does not experience multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether regression model, there is an inequality of variance from the residuals of one observation to another. If the variance from one residual to another observation is constant, it is called homoscedasticity additionally, if it differs it is called heteroscedasticity. A good regression model is homoscedasticity or heteroscedasticity does not occur. In this research, the heteroscedasticity test used is the scatterplot test.

Figure 1. Heteroscedasticity Test Results



Source: Processed Data, SPSS, 2022

From Figure 1, it can be seen that the results of heteroscedasticity testing using a scatterplot show that the data is spread randomly above and below zero on the Regression Studentized Residual axis, meaning that the regression model in this study is free from symptoms of heteroscedasticity.

Normality Test

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution. As is known, the t and F tests assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test will be invalid for small sample sizes (Ghozali, 2021). To carry out the normality test, the One-Sample Kolmogorov-Smirnov Test is used with the help of the SPSS v.20 program can be seen as follows:

Table 2. Test Result Normality One-Sample Kolmogorov-Smirnov Test

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

Source: Processed Data, 2022

Based on the data in Table 2 shows the results of the normality test using the Kolmogorov-Smirnov test with a One-Sample Kolmogorov-Smirnov Test value of 0.200 which is greater than 0.05

(significance level) and an Asymp.Sig value. (2-tailed) is 0.200 which is greater than 0.05 (significance level) can be concluded that the test data is normal distribution.

Autocorrelation Test

According to (Arikunto, 2017), autocorrelation is used to determine whether or not there are deviations from the classic assumption of autocorrelation, namely the correlation between the residuals in one observation and other observations in the regression model. The prerequisite that must be met is the absence of autocorrelation in the regression model.

Table 3. Test Result Autocorrelation Test

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

Source: Processed Data, SPSS, 2022

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

F test

The F test is used to show the influence of all independent variables on the dependent variable. In this study, the degree of confidence or significance level (α) used was 5% (0.05). The basis for decision-making is comparing the F value from the test results (Fcount) with the F value based on the table (Ftable) or with a confidence level of 0.05. Where if Fcount > Ftable or has a significance level < 0.05, then H0 is rejected, and H1 is accepted, and vice versa.

Table 4. Test Result, F Test

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

Source: Processed Data, SPSS, 2022

Based on the test results presented in

Table 4, it is known that the Fcount value is 59.623 with an Ftable of 2.810. This shows that Fcount > Ftable with a significant value that is smaller than the predetermined significance level, namely $0.000 < 0.05$. It can be concluded that there is an influence of Training, Work Experience, and Position Promotion together on Employee Performance.

Coefficient of Determination (R2)

The Coefficient of Determination (R2) reflects how much variation in the dependent variable Y can be explained by variable X. The coefficient of determination value is between zero and one (Ghozali, 2021). This research uses adjusted R2, where the closer the value is to one, the better the model's ability to explain the dependent variable.

Table 5. Determination Coefficient Test Results (R2)

Model Summary ^b					
Model	R	R	Adjusted	Std.	Durbin-
1	,892 ^a	,795	,782	,247133	1,972

Source: Processed Data, SPSS, 2022

From Table 5 it can be seen that the Adjusted R2 value is 0.782 or 78.2%. This shows that Training, Work Experience, and Position Promotion influence Employee Performance by 78.2% while the remaining 21.8% is explained by other variables outside this research model.

t-test

To partially test the influence of Training, Work Experience, and Position Promotion on Employee Performance, use the t-test. This test compares the t-table and t-count values where the t-table value is determined by determining the number of samples using the degrees of freedom formula, namely $n-k-1$ ($50-3-1$) = 46 where n is the number of samples and k is the number of independent and dependent variables and the significance is 0,05. In this way, the t-table value is 1.67866. The results of the t-test can be seen in the following table:

Table 6. Test Result t

Variable	T	Significant	Description
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Training (X ₁)	3,672	,001	Significant
Work Experience (X ₂)	5,532	,000	Significant
Position Promotion (X ₃)	2,116	,040	Significant

Source: Research Results

In Table 6, The t-count value for Training is 3.672. By comparing the t-count and t-table, namely ($3.672 > 1.67866$), the hypothesis is accepted. The conclusion is that because the value of t-count $<$ t-table ($3.672 > 1.67866$) and its significance is smaller than 0.05 ($0.001 < 0.05$), training has a significant positive effect on employee performance.

The t-count value for Work Experience in Table 6 is 5.532. By comparing the t-count and t-table ($5.532 > 1.67866$), the hypothesis is accepted. This conclusion is based on the fact that the t-count value is greater than the t-table value ($5.532 > 1.67866$) its significance is smaller than 0.05 ($0.000 < 0.05$) Therefore, work experience has a significant positive effect on employee performance.

The tcount value for Position Promotion in Table 6 is 2.116. By comparing the t-count and t-table ($2.116 > 1.67866$), the hypothesis is rejected. This is because the t-count value is less than the t-table value ($2.116 > 1.67866$), and its significance is greater than 0.05 ($0.040 < 0.05$). Therefore, Job Promotion does not have a significant positive effect on Employee Performance.

DISCUSSION

The impact of Training on Employee Performance was examined.

Training in this research is the X1 variable that has a significant positive influence on employee performance. This means better and more comprehensive training leads to higher employee interest in improving performance. The importance of training in improving their performance can be seen from the tendency of employees to assess that the higher the training offered, the better the quality of the employee.

Based on respondents' answers to the

training variable, training for employees is higher than other companies, so employees are quite good at training and are not embarrassed to make presentations and the answers to the questions are easy to understand. Therefore, training has a significant positive effect on employee performance.

The results of this research are consistent with research conducted by Charlie (2015) which also demonstrated that training affects employee performance.

The Influence of Work Experience on Employee Performance

Work Experience in this research is the X2 variable, it was found to have a significant positive influence on employee performance. This means that the better the company's work experience, the higher the employee's performance will be. The importance of work experience in improving employee performance can be seen from research results where the tendency of employees to work long enough in the company and their field of work,

Based on respondents' answers to the work experience variable indicators, show that Mining sector companies in Pekanbaru requires employees to have work experience in their field of work, therefore work experience has a positive effect on employee performance,

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

The Influence of Work Experience on Employee Performance

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Respondents' answers to the work

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

The Effect of Position Promotion on Employee Performance

Position Promotion in this research is the X3 variable which has an important effect on Employee Performance. This means that the better or worse the position promotion is on employee performance, the more it will affect their performance. This can be seen from position promotions on employee performance by avoiding debates between employees.

Respondents' answers to the Job Promotion variable, show that job promotion is on the employee's education and work to move up to a higher position than his current position. So, the thing that causes job promotions to influence this research is that the majority of respondents in this study prioritize their level of education and completing work together with colleagues so job promotions affect employee performance. The results of this research align with research conducted by Penny (2015) which shows that position promotions affect employee performance.

CONCLUSION

This research aims to determine training, work experience, and position promotion on employee performance. The results of the analysis and discussion are that training has a significant positive effect on employee performance. Work Experience has a significant positive influence on Employee Performance. Job promotions have a noteworthy positive influence on employee performance.

Based on the research results and conclusions obtained in this research. Several suggestions are recommended by academics

as a complement to this research, as follows: For the following researchers, who are interested in conducting further research, this data can be one of the basic recognizing that can be used as a guide for researchers in researching the variables studied by current researchers. Examining employees' training is one step that companies can use to improve the performance of Mining sector companies in Pekanbaru staff members, either by facilitating simple inquiries and answers that staff members can understand or by enabling staff members to compete with other businesses. Apart from that, Mining sector companies in Pekanbaru can increase the Work Experience provided by Mining sector companies in Pekanbaru towards employees, so that employees have more work experience prolong their tenure within the company, and enhance employee performance. Mining sector companies in Pekanbaru can pay more attention to promotions according to their field and education which can influence employee mood, so that employees become more loyal and loyal and can improve employee performance.

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