Performance Optimization Through Job Promotion (Study Case PT PLN Nusantara Power Up Arun ULPL Pulo Pisang)

Dedi Supriyatno, Dr. Muhammad Alfahmi, SE., Dr. Yohny Anwar

Abstract

This research aims to determine and analyze the influence of work ethic and competency on employee performance with position promotion as an intervening variable at PT PLN Nusantara Power UP Arun ULPL Pulo Pisang. This research used the PLS-SEM analysis method involving 53 respondents. Data collection was carried out using questionnaires. The data obtained was analyzed and processed using the PLS-SEM analysis program. The results of this research are as follows: Work Ethics has a positive and significant effect on Employee Performance with an original sample value of 0.249 and ap value of 0.048. Work Ethics has a positive and significant effect on Position Promotion with an original sample value of 0.338 and ap value of 0.001. Competency has a positive and significant effect on employee performance with an original sample value of 0.310 and ap value of 0.041. Competency has a positive and significant effect on Job Promotion with an original sample value of 0.583 and ap value of 0.000. Job promotion has a positive and significant effect on employee performance with an original sample value of 0.301 and ap value of 0.047. Work Ethics has a positive and significant effect on Employee Performance through Position Promotion with a value of 0.102 and a value of 0.087. Competency has a positive and significant effect on employee performance through position promotion with a value of 0.176 and a value of 0.052.

Keywords: Work Ethics, Competency, Performance, Position Promotion.

Dedi Supriyatno
Master of Management Study Program, University of Pembangunan Panca Budi, Indonesia
e-mail: dediugm06@gmail.com

Dr. M. Alfahmi, SE., Dr. Yohny Anwar
Master of Management Study Program, University of Pembangunan Panca Budi, Indonesia
e-mail: alfahmi@dosen.pancabudi.ac.id, doktoryohny@gmail.com

Introduction

Human resources are the determining factor and driving force that will determine the success or failure of an organization, company or agency in achieving its goals. Realizing the importance of HR for the progress of the company, the company needs to pay special attention to their HR. Recognition or appreciation from the company for the efforts and achievements that have been made by employees can encourage their human resources to work better for the progress of the company. Human resource management and development is an investment for the company because it requires costs to support it, but in line with this, the benefits obtained by the company are also great because the workers and employees they have become professional and reliable in doing all the work in the company. Work ethic is said to be a determining factor in the success of individuals, groups, institutions and also the broadest is the nation in achieving its goals. In the implementation of public administration is also influenced by the work ethic of public officials in their duties to provide for the needs of the community. Work ethic is the main thing in carrying out work to achieve excellence in character and character that produces superior work and performance. The ability to appreciate work is very important as an effort to create excellence.

The point is, that when we do a job then in essence we are carrying out a service process. Human Resource Competence (HR) is a factor that influences the quality of financial reports. Human Resource Competence (HR) is the knowledge, skills, and attitudes of an employee in carrying out their duties. With the high competence possessed by human resources (HR) in an organization or company, of course this will determine the quality of the human resources (HR) owned which will ultimately determine the competitive quality of the company or office itself (Pujanira (2017). The increasingly broad competency development of human resource practitioners ensures that human resource management plays a vital role in organizational success. Job promotions have assessment criteria including, assessment of work performance, employee loyalty, work discipline, skills and work experience.

These are factors in considering whether or not an employee is entitled to a job promotion. With a promotion target, employees will definitely feel appreciated, cared for and needed. The promotion carried out must be supported by high work ability and motivation. According to Wati (2020) Promotion plays an important role for every employee. Thus, promotion should provide greater social status, authority, responsibility, and income for employees. Job promotion is the activity of moving employees from one position to another that has a higher status and responsibility. Employee performance has become the center of attention of various groups, both the government in general. Such great attention to performance issues can be understood because it concerns the efficiency and effectiveness of the use of human resources in achieving the goals set by an agency.

This is because if employees cannot carry out work according to the standards that have been set, it is impossible for the goals of the government agency to be achieved. Meanwhile, every increase in employee performance carried out by a company will increase the effectiveness and efficiency of employees in carrying out their work responsibilities, which will ultimately benefit a government agency.

Formulation of the problem
1. Does Work Ethic have a positive and significant influence on Job Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang?
2. Does Competence have a positive and significant influence on Job Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang?
3. Does Work Ethic have a positive and significant influence on Employee Performance at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang?
4. Does Competence have a positive and significant influence on Employee Performance at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang?

5. Does Job Promotion have a positive and significant effect on Employee Performance at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang?
6. Does Work Ethic have a positive and significant influence on Employee Performance through Job Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang?
7. Does Competence have a positive and significant effect on Employee Performance through Job Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang?

Research purposes
1. To determine and analyze the influence of Work Ethic on Job Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.
2. To determine and analyze the influence of Competence on Job Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.
3. To determine and analyze the influence of Work Ethic on Employee Performance at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.
4. To determine and analyze the influence of Competence on Employee Performance at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.
5. To determine and analyze the influence of Job Promotion on Employee Performance at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.
6. To determine and analyze the influence of Work Ethic on Employee Performance through Job Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.
7. To determine and analyze the influence of Competence on Employee Performance through Job Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.

Literature review
Understanding Employee Performance
According to Afandi (2021) performance is the willingness of a person or group of people to carry out or improve activities according to their responsibilities with the expected results. According to Kasmir (2019) performance is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period of time.

Employee Performance Indicators
Performance indicators according to Kasmir (2019) are:
1. Quality, namely performance measurement can be done by looking at the quality of work produced by a particular process.
2. Quantity, namely to measure performance, can also be done by looking at the quantity (amount) produced by a person.
3. Time, namely for certain types of work, there is a deadline for completing the work. If there is a violation or non-compliance with the deadline, it can be assumed that the performance is not good and vice versa.
4. Timeliness, namely where activities can be completed or production results can be achieved within a specified time period.

Understanding Work Ethic
According to Simanjuntak (2020), Work Ethic is a set of positive work behaviors rooted in strong cooperation, fundamental beliefs, accompanied by total commitment to an integral work paradigm. According to Sinamo (2017), states that: "Work ethic is a set of positive work behaviors rooted in strong awareness, fundamental beliefs, accompanied by total commitment to an integral work paradigm.

Work Ethic Indicator

According to Sinamo (2017), to find out whether the work ethic or work enthusiasm of employees in a company is high or low, it can be seen from the following dimensions and indicators:

    a. Hard Work Hard work is a form of directed effort in getting a result by using one's own energy as input (working capital). Indicators include: Actualized work, trustworthy work, calling work.

    b. Smart Work Smart work is a form of directed effort to obtain a result by using intelligence machines as a leverage for work performance. Indicators include: artistic work, honorary work.

    c. Sincere Work Sincere work is a form of directed effort in obtaining a result by using the holiness of one's self as a manifestation of one's nobility. Indicators include: work of grace, work of worship, work of service.

Understanding Competence

According to Sutrisno & Zuhri (2019) competence is defined as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the established work requirements. According to Wibowo (2019) competence is an ability to carry out work or tasks based on skills and knowledge and supported by the work attitude required by the job.

Competency Indicators

According to Wibowo (2019), these include:

1. Beliefs and Values,
2. Skills,
3. Experience,
4. Personality Characteristics,
5. Motivation,
6. Intellectual abilities,
7. Organizational Culture.

Definition of Job Promotion

According to Zainuddin (2020) job promotion here means an expansion of the duties, authority, and responsibilities of the person concerned in the previous position, as well as an increase in welfare for those who receive it. According to Wahyudi (2015) job promotion is a change in position or job title from a lower level to a higher level, this change will usually be followed by an increase in a person's responsibilities, rights and social status.

Job Promotion Indicators

According to Wahyudi (2015) the indicators of job promotion are:

1. Honesty Especially in positions related to finance, production, marketing and the like. Honesty is considered very important; this is intended to ensure that promotional activities do not harm the company due to dishonesty of the promoted workforce.
2. Work Experience Work experience is often used as one of the standards for promotional activities. With the reason of being more senior, the experience possessed is considered more than juniors. Thus it is expected that the workforce concerned has higher abilities, more ideas and good managerial skills.
3. Work Performance High work performance tends to facilitate promotional activities for the employee concerned, and vice versa.
4. Education Level Company management generally has minimum criteria for the level of education of the relevant workforce to be promoted to a certain position. The reason

behind this is that with higher education, it is expected that the workforce will have high reasoning power regarding the company's development prospects in the future.

5. Loyalty The level of employee loyalty to the company is often one of the criteria for promotional activities. High loyalty will result in greater responsibility.
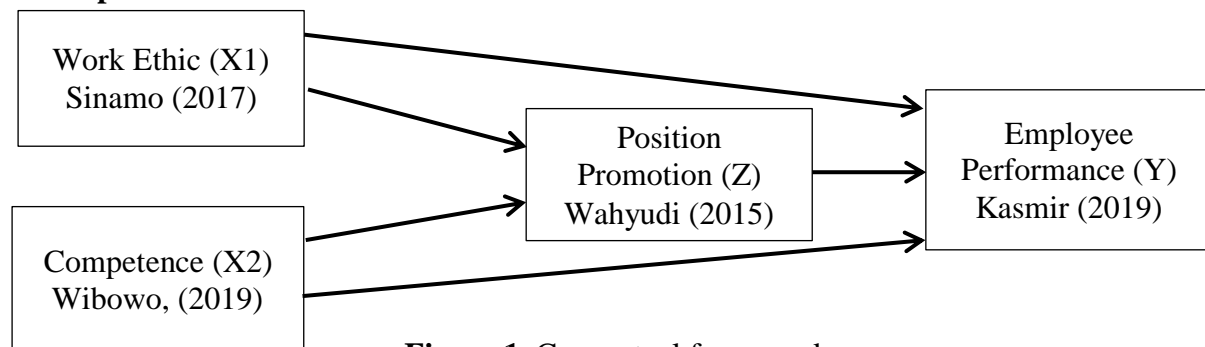
Conceptual Framework

Figure 1. Conceptual framework

Source: Data processed 2024

Hypothesis

H1. Work Ethic has a positive and significant effect on Job Promotion at PT. PLN Nusantara Power Up Arun ULPL Pulo Pisang.

H2. Competence has a positive and significant effect on job promotion in PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.

H3. Work Ethic has a positive and significant effect on Employee Performance at PT. PLN Nusantara Power Up Arun ULPL Pulo Pisang.

H4. Competence has a positive and significant effect on employee performance. PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.

H5. Job Promotion has a positive and significant effect on Employee Performance at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.

H6. Work Ethic has a positive and significant influence on Employee Performance through Position Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.

H7. Competence has a positive and significant effect on employee performance through Position Promotion at PT PLN Nusantara Power Up Arun ULPL Pulo Pisang.

Research Methods

Types of research

According to Sugiyono (2020), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

Research Sources

This research uses research data sources, so the research data sources used are primary data sources, according to Sekaran and Bougie (2019), primary data is data from respondents, individuals, focus groups, and panels that are specifically determined by researchers and where opinions can be sought regarding certain problems.

Time and Place of Research

This research was conducted for 3 years starting from September 2024 to December 2024. The research location was at PT PLN Nusantara Power Up Arun Ulpl Pulo Pisang

Population and Sample
Population
The population in this study was 53 employees, of which 53 were permanent employees, 19 were employees and 34 were contract employees. Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions (Sugiyono, 2020).

Sample
The sample of this study was the entire population in the organization, amounting to 53 respondents using the saturated sampling technique as the sampling technique. According to Sugiyono (2020), a sample is part of the number and characteristics of the population. Meanwhile, sample size is a step to determine the size of the sample taken in conducting a study.

Data collection
There are 3 data collection techniques used, namely Observation, Questionnaires and interviews, the explanation is as follows:
1. Observation
According to Sugiyono (2020), observation is a condition in which researchers carry out direct observations in order to better understand the context of the data in the overall social situation so that a holistic (comprehensive) view can be obtained.
2. Interview
According to Sugiyono (2020), an interview is a meeting between two people to exchange information and ideas through questions and answers, so that meaning can be contributed to a particular topic.
3. Questionnaire
The data collection used is a questionnaire, a questionnaire is a data collection technique carried out by providing written questions or statements to respondents (Sugiyono, 2020). When you already have the questionnaire data, the next step is to measure the data using a Likert scale. The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people on social phenomena and to measure the questionnaire obtained through indicators in each variable. Responses to each item has a value weight that has a graduation from very positive to very negative (Sugiyono, 2020).

Data Analysis Techniques
Study This use PLS-SEM analysis is usually consists of two submodels: the outer model, or measurement model, and the interior model, or structural model, according to Ghozali and Latan (2015). Structural model show mark estimate latent variables or constructed, while the measurement model explain How variable manifest or variables that can observed can show variables that can manipulated in the future.

Testing Instrument Study
Structural model testing in PLS is done with SmartPLS software assistance. Steps that must be taken done in Partial Least Square (PLS) ie includes:

Measurement Model (Outer Model)
In the measurement model this, can also know as a part model outside, namely connect all variable indicator with variable latent. Outer model or often also called (outer relation or measurement model) defines How every block indicator relate with variable latent. Outer model analysis can see from some indicators as following:

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a. Convergent Validity is evaluated indicators based on correlation between item score or component with score construct. This can see from factor shelter standard, which shows level correlation between each measurement item (indicator) with its construction. According to Chin, as quoted by Ghozali (2015), the value burden outside 0.5–0.6 already considered enough, but size individual reflexive is considered tall If correlated with the construct in question more from 0.7.

b. Discriminant Validity is a measurement model assessed reflexive through cross loading measurement with construction model conventional. If there is correlation construct with items with bigger size big than size construct other, this show that block the own bigger size big than block others. However, based on another approach to evaluate validity discriminant, namely with compare mark squareroot average variance extracted (AVE),

c. Composite reliability is size that can be used for measure a construct, which can observe through view of latent variable coefficients. Internal consistency and Cronbach's alpha are two tools for evaluate reliability composite. If its value more from 0.70, construct the considered own high reliability

d. Cronbach's Alpha is a reliability test that measures This useful for strengthen reliability test results composite. A variable considered reliable If Cronbach's alpha value more from 0.7.

Structural Model (Inner Model)

Inner model analysis is done to ensure that the structural model built is strong and accurate. In evaluating the inner model, it can be seen from several indicators, namely:

a. R-Square (R^2)

R-squares for every endogenous latent variable as strength prediction from the structural model. The influence on exogenous latent variables certain to endogenous latent variables that have influence substantive can explaine with change R-squares value. The model can considere strong, moderate, or weak with R square values of 0.75, 0.50, and 0.25 (Ghozali and Latan, 2015). The higher R2 value big show that the prediction model from the proposed research model more Good.

b. Predictive Relevance (Q^2)

PLS model evaluation can be done using the predictive relevance of Q2 or the use of prediction examples to show the synthesis of cross-validation and fitting functions through predictions of observed variables and estimates of construct parameters. This can also be done by considering the magnitude of the R-squares value. While Q2 determines how well the observed values produced by the model and its parameter estimates, a Q2 value of less than 0 indicates that the model has predictor relevance (Ghozali and Latan, 2015).

c. Quality Index

PLS path modeling can also find global optimization criteria to determine the superiority of model fitting. It is used to evaluate the overall simple measurement model and provide simple measurements for the overall model prediction. The GoF values are 0.10 (small GoF), 0.25 (middle GoF), and 0.36 (large GoF), according to Ghozali and Latan (2015).

Hypothesis Testing

According to Haryono (2017) in Lots case, moment do research, researchers faced with a situation where the data sample is sufficient big but condition runway weak theory related connection between hypothesized variables. However, sometimes happen when the

hypothesized variables are very complex. For finish problem here, Partial Least Square (PLS) can used. Research This using interaction test for do testing to hypothesis that has been exposed previously. The hypothesis that has been mentioned previously tested through interaction testing in study This. WarpPLS Software used for test connection between variable in study this. According to Ghozali & Latan (2015), two submodels used in PLS analysis. Measurement model — known as an external model — used for test validity and reliability; structural model — known as a model in — is used for test causality or hypothesis for prediction models.

Results and Discussion
Outer Model Analysis
Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity
Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Indicators that have individual correlation values greater than 0.7 are considered valid but in the development stage of research. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below 0.60 and are not significant. The structural model in this study is shown in the following Figure:
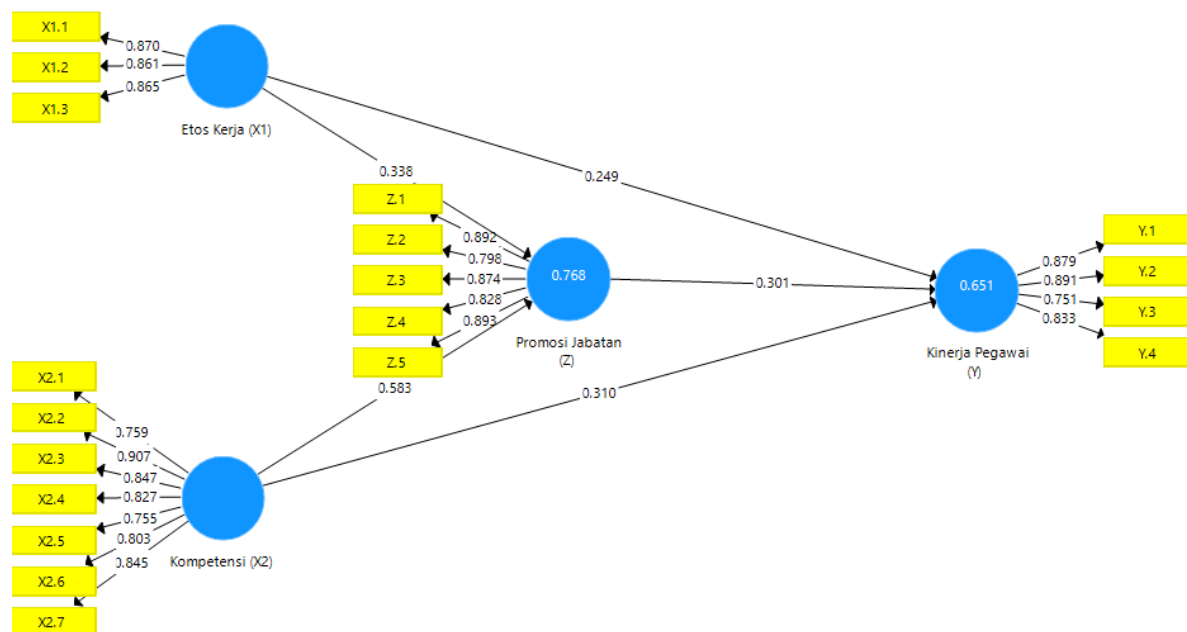
Source: Smart PLS 3.3.3

Figure 2. Outer Model

Smart PLS output for loading factors gives the results in the following table: Outer Loadings
In this research there is an equation and the equation consists of two substructures for substructure 1
Z = b1X1 + b2X2 + e1
Z = 0.338X1 + 0.583 X2+ e1
For substructure 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.249X1 – 0.310X2 + 0.301Z + e2

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Table 1. Outer Loadings

	Work Ethic (X1)	Employee Performance (Y)	Competence (X2)	Job Promotion (Z)
X1.1	0.870			
X1.2	0.861			
X1.3	0.865			
X2.1			0.759	
X2.2			0.907	
X2.3			0.847	
X2.4			0.827	
X2.5			0.755	
X2.6			0.803	
X2.7			0.845	
Y.1		0.879		
Y.2		0.891		
Y.3		0.751		
Y.4		0.833		
Z.1				0.892
Z.2				0.798
Z.3				0.874
Z.4				0.828
Z.5				0.893

Source: Smart PLS 3.3.3

Based on table 1 above, it can be seen that the outer loading of each indicator has a value of each indicator greater than 0.7, so it can be explained that each indicator gets a value greater than 0.7, so the data is considered valid and the table above shows that all indicators are valid and can be used for further research.

2. Discriminant Validity

The next test is to test the discriminant validity; this test aims to determine whether a reflective indicator is a good measurement for its construct based on the principle that the indicator is highly correlated to its construct. The table shows the cross loading results of the discriminant validity test as follows:

Table 2. Discriminant Validity

	Work Ethic (X1)	Employee Performance (Y)	Competence (X2)	Job Promotion (Z)
X1.1	0.870	0.630	0.722	0.728
X1.2	0.861	0.660	0.695	0.709
X1.3	0.865	0.623	0.651	0.642
X2.1	0.485	0.468	0.759	0.577
X2.2	0.692	0.711	0.907	0.720
X2.3	0.766	0.649	0.847	0.754
X2.4	0.733	0.766	0.827	0.858
X2.5	0.655	0.587	0.755	0.706
X2.6	0.553	0.525	0.803	0.598
X2.7	0.635	0.617	0.845	0.617

Y.1	0.599	**0.879**	0.579	0.675
Y.2	0.556	**0.891**	0.625	0.674
Y.3	0.524	**0.751**	0.647	0.511
Y.4	0.768	**0.833**	0.710	0.692
Z.1	0.715	0.633	0.836	**0.892**
Z.2	0.564	0.575	0.647	**0.798**
Z.3	0.791	0.669	0.703	**0.874**
Z.4	0.674	0.661	0.676	**0.828**
	0.685	0.735	0.781	**0.893**

Source: Smart PLS 3.3.3

Based on table 2 above can be seen cross loading in each indicators and variables more big from variables and indicators others , the cross loadings of the Work Ethic variable are greater than the cross loadings of other variables, for the cross loadings of the Employee Performance variable are greater than the cross loadings of other variables, for the cross loadings of the Competence variable are greater than the cross loadings of other variables, for the cross loading of the Job Promotion variable are greater than the cross loadings of other variables. Which means that all variables and indicators are declared valid by *Discriminant Validity.*

3. **Composite reliability**
   Testing furthermore determine mark reliable with *composite reliability* from block indicators that measure construct. A mark the construct that is said reliable If indigo *composite reliability* above 0.60. In addition to looking at mark *composite reliability* value reliable can see in value construct the variables with *cronbach's alpha* from block indicators that measure construct. A construct declared reliable if mark *cronbach's alpha* above 0.7. Here This table loading value for construct variable research results from running the Smart PLS program on the table next:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Ethic (X1)	**0.832**	**0.899**	**0.749**
Employee Performance (Y)	**0.860**	**0.905**	**0.706**
Competence (X2)	**0.920**	**0.936**	**0.675**
Job Promotion (Z)	**0.910**	**0.933**	**0.735**

Source: Smart PLS 3.3.3

Based on table 3 above, it can be seen from the *Cronbach's Alpha value* that each variable has a value greater than 0.7 and all variables are considered to be distributed reliably. It can be seen from the *composite reliability column* that each variable has a value above 0.6 so that it can be explained that each variable is considered reliable in the *composite reliability column.* Another method for testing discriminant validity is by looking at the AVE value and the square root of AVE, with the provision that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this study, all values are considered reliable because all are greater than the predetermined value.

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Inner Model **Analysis**

Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, 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 value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.651	0.630
Job Promotion (Z)	0.768	0.759

Source: Smart PLS 3.3.3

In table 4, there is an R square value of the Employee Performance variable of 0.651, meaning that the influence of Work Ethic, Competence and Job Promotion on Employee Performance is 0.651 if converted to a percentage of 65.1% and the rest is on other variables. The R square value of the Job Promotion variable is 0.768, meaning that the influence of the Work Ethic and Competence variables is 0.768 if converted to a percentage of 76.8% and the rest is on other variables.

2. **Testing Hypothesis**

After assess the inner model then matter next evaluate connection between latent constructs as has been hypothesized in study This. Hypothesis testing in research This done with see T-Statistics and P- Values. Hypothesis stated accepted if mark *T-Statistics* > 1.96 and P-Values < 0.05.

Table 5. Path Coefficients (Influence Direct)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Ethic (X1) -> Employee Performance (Y)	0.249	1,667	0.048	Accepted
Work Ethic (X1) -> Position Promotion (Z)	0.338	3,071	0.001	Accepted
Competence (X2) -> Employee Performance (Y)	0.310	1,740	0.041	Accepted
Competence (X2) -> Job Promotion (Z)	0.583	5,294	0,000	Accepted
Position Promotion (Z) -> Employee Performance (Y)	0.301	1,680	0.047	Accepted

Source: Smart PLS 3.3.3

In table 5 there are direct hypothesis results which the researcher will explain as follows:
1. Work Ethic has a positive and significant effect on Employee Performance with an original sample value of 0.249 and p values of 0.048, meaning that if work ethic increases well, employee performance will increase, conversely, if work ethic decreases, employee performance will also decrease.

2. Work Ethic has a positive and significant effect on Job Promotion with an original sample value of 0.338 and p values of 0.001, meaning that if work ethic increases, job promotion will increase, conversely, if it decreases, job promotion will decrease.
3. Competence has a positive and significant effect on Employee Performance with an original sample value of 0.310 and p values of 0.041, meaning that if there is an increase in competence, employee performance will increase, conversely, if it decreases, employee performance will decrease.
4. Competence has a positive and significant effect on Job Promotion with an original sample value of 0.583 and p values of 0.000, meaning that if competence increases, job promotion increases, conversely, if it decreases, job promotion decreases.
5. Promotion responses have a positive and significant effect on Employee Performance with an original sample value of 0.301 and p values of 0.047, meaning that if job promotion increases, employee performance will increase, conversely, if there is a decrease, employee performance will decrease.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Ethic (X1) -> Position Promotion (Z) -> Employee Performance (Y)	0.102	1,359	**0.087**	**Rejected**
Competence (X2) -> Job Promotion (Z) -> Employee Performance (Y)	0.176	1,629	**0.052**	**Rejected**

Source: Smart PLS 3.3.3

In table 6 the indirect effects are as follows:
1. Work Ethic has a positive and significant effect on Employee Performance through Job Promotion with a value of 0.102 and p values of 0.087, meaning that job promotion is not an intervening variable because it is unable to influence it significantly.
2. Competence has a positive and significant effect on Employee Performance through Job Promotion with a value of 0.176 and p values of 0.052, meaning that job promotion is not an intervening variable because it is unable to influence it significantly.

Conclusion
1. Work Ethic has a positive and significant effect on Employee Performance with an original sample value of 0.249 and p values of 0.048.
2. Work Ethic has a positive and significant effect on Job Promotion with an original sample value of 0.338 and p values of 0.001.
3. Competence has a positive and significant effect on Employee Performance with an original sample value of 0.310 and p values of 0.041.
4. Competence has a positive and significant effect on Job Promotion with an original sample value of 0.583 and p values of 0.000.
5. Job promotion has a positive and significant effect on Employee Performance with an original sample value of 0.301 and p values of 0.047.
6. Work Ethic has a positive and significant effect on Employee Performance through Job Promotion with a value of 0.102 and p values of 0.087.
7. Competence has a positive and significant effect on Employee Performance through Job Promotion with a value of 0.176 and p values of 0.052.

Suggestion
1. Organizations must improve the work ethic of their employees and superiors to improve employee performance.

2. Organizations must improve employee competency for the sake of organizational progress.
3. Organizations must select employees who are worthy of promotion.
4. It is hoped that this research will be used as input to improve organizational weaknesses.
5. It is hoped that this research will be used as reference material for new research and use new research.
6. It is hoped that this research will be developed by new researchers and become an assistant for new research.

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