

## Effects of Training, Job Promotion, and Work Discipline on Employee Performance

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### ABSTRACT

**Submitted:** 01-02, 2026  
**Purpose of the study** — This study examines the effects of training, job promotion, and work discipline on employee performance at PT Arteria Daya Mulia Cirebon, Indonesia.

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**Research method** — This study employed a quantitative explanatory survey involving 94 employees selected from a population of 1,612 employees using the Slovin formula with a 10% margin of error. Data were collected through structured questionnaires using a five-point Likert scale and analyzed using validity and reliability tests, classical assumption tests, and multiple linear regression with the assistance of SPSS.

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**Result** — The results show that training, job promotion, and work discipline have positive and significant effects on employee performance. The regression model is statistically significant,  $F(3,90) = 19.666$ ,  $p < .001$ , and explains 39.6% of the variance in employee performance. Partially, training has a significant positive effect on employee performance ( $B = 0.221$ ,  $p = .001$ ), job promotion has a significant positive effect on employee performance ( $B = 0.360$ ,  $p = .005$ ), and work discipline has a significant positive effect on employee performance ( $B = 0.341$ ,  $p = .006$ ).

**Conclusion** — The findings indicate that employee performance can be improved through structured training, transparent and merit-based promotion systems, and consistent work discipline mechanisms. These results suggest that manufacturing firms should manage capability development, career advancement, and discipline enforcement as integrated human resource practices to strengthen employee performance.

**Keywords:** *training; job promotion; work discipline; employee performance; manufacturing firm.*



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## **INTRODUCTION**

Employee performance remains a central concern in human resource management because it directly determines organizational productivity, service quality, operational efficiency, and long-term competitiveness. In a highly competitive business environment, organizations are required not only to recruit capable employees but also to continuously develop, motivate, and regulate employee behavior in order to achieve organizational goals. Employee performance is generally understood as the extent to which employees accomplish assigned tasks, meet organizational standards, and contribute to organizational effectiveness. Recent studies have emphasized that employee performance is shaped by a combination of individual capability, motivation, job satisfaction, employee engagement, and organizational human resource practices (Alsafadi & Altahat, 2021; Riyanto et al., 2021).

In manufacturing firms, employee performance is especially important because operational output depends heavily on employee competence, discipline, work consistency, and compliance with production standards. Manufacturing organizations often operate under strict production targets, quality requirements, and time-based procedures. Therefore, weak employee performance may affect productivity, product quality, operational reliability, and organizational competitiveness. Ngwenya and Pelser (2020) showed that human-related factors such as psychological capital, job satisfaction, and employee engagement significantly influence employee performance in the manufacturing sector. This indicates that performance in manufacturing organizations is not determined only by machines, technology, and production systems, but also by human resource practices that shape employee capability, motivation, and work behavior.

One of the main human resource practices that can improve employee performance is training. Training is designed to increase employees' job-related knowledge, technical skills, work attitudes, and ability to perform assigned tasks effectively. Well-structured training enables employees to understand work procedures, reduce operational errors, improve productivity, and adapt to changes in work demands. Hosen et al. (2024) found that training and development are positively associated with work performance, particularly when supported by career development and organizational commitment. Similarly, Haryono et al. (2020) demonstrated that training has a positive effect on work motivation and job performance in the Indonesian context. These findings suggest that training should be understood not only as a routine administrative activity, but also as a strategic mechanism for improving employee capability and organizational performance.

Besides training, job promotion is also an important factor that can influence employee performance. Promotion represents organizational recognition, career advancement, increased responsibility, and improved status or rewards. A fair and transparent promotion system may

encourage employees to improve their competence, loyalty, discipline, and work achievement. Haryono et al. (2020) found that job promotion positively affects work motivation and job performance. Kurnadi et al. (2023) also reported that job promotion and job placement influence employee motivation and performance. These studies indicate that career-related human resource practices can serve as motivational instruments when employees perceive that promotion decisions are based on competence, performance, and fairness.

Work discipline is another essential factor in improving employee performance, particularly in organizations that rely on operational routines and standardized procedures. Work discipline reflects employees' awareness and willingness to comply with organizational rules, work standards, time regulations, and responsibilities. Disciplined employees are more likely to complete tasks on time, follow procedures, reduce work deviations, and maintain consistent performance. Bahasoan and Baharuddin (2023) found that work discipline and work motivation have a positive effect on employee performance. Khusrohianti et al. (2023) also showed that training, competence, and work discipline significantly affect employee performance in an Indonesian organizational context. These findings confirm that discipline is not merely a control mechanism, but also an important behavioral foundation for achieving performance targets.

Although previous studies have examined the relationship between training, promotion, discipline, and employee performance, several research gaps remain. First, many prior studies tend to examine these variables separately or in different organizational contexts, while fewer studies integrate training, job promotion, and work discipline as complementary human resource practices in explaining employee performance. Second, several studies focus on motivation, job satisfaction, or organizational commitment as mediating variables, while the direct role of capability development, career advancement, and discipline enforcement in shaping employee performance still needs further empirical examination. Third, empirical evidence from single manufacturing firms in local Indonesian contexts remains important because organizational performance problems are often shaped by specific internal conditions, such as training participation, promotion opportunities, disciplinary cases, and performance appraisal outcomes.

This study is conducted at PT Arteria Daya Mulia Cirebon, Indonesia. Internal organizational records indicate that the company experienced a decline in performance appraisal outcomes from "good" in 2022 to "fairly good" in 2023. During the same period, participation in several training programs, particularly externally organized training, remained limited, with 25 participants in 2022 and 21 participants in 2023. The number of employees promoted also decreased from 150 employees in 2022 to 65 employees in 2023. In addition, documented disciplinary sanctions increased substantially, with total cases rising from 754 in

2022 to 1,830 in 2023 (PT Arteria Daya Mulia, 2022–2023). These internal conditions indicate that employee performance is a relevant organizational issue and needs to be examined through the lens of training, job promotion, and work discipline.

Based on the theoretical and empirical background, this study investigates the effects of training, job promotion, and work discipline on employee performance at PT Arteria Daya Mulia Cirebon. The study aims to examine whether training, job promotion, and work discipline partially and simultaneously affect employee performance. The contribution of this study lies in integrating three important human resource practices capability development through training, career recognition through promotion, and behavioral consistency through work discipline within a single empirical model. By focusing on a manufacturing firm in Cirebon, this study provides contextual evidence on how human resource practices can support employee performance improvement in Indonesian manufacturing organizations.

This study contributes to the HRM literature by providing empirical evidence from a manufacturing firm context in Cirebon, where declining performance appraisal outcomes, reduced promotion opportunities, and increasing disciplinary cases create a specific organizational setting for examining employee performance determinants. Unlike prior studies that generally examine these variables separately, this study integrates training, job promotion, and work discipline as complementary HR mechanisms in explaining employee performance.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **A. Literature Review**

Employee A. Literature Review

Employee performance is a central outcome in human resource management because it reflects the extent to which employees accomplish assigned tasks, meet organizational standards, and contribute to organizational goals. Performance is not only reflected in the quantity and quality of work output, but also in punctuality, responsibility, initiative, and compliance with organizational procedures. In the Indonesian HRM literature, employee performance is commonly operationalized through indicators such as work quality, work quantity, task execution, responsibility, and commitment to work standards (Afandi, 2018; Mangkunegara, 2009). Recent empirical studies also emphasize that employee performance is influenced by organizational practices, motivation, job satisfaction, employee engagement, and the broader HR system implemented by the organization (Alsafadi & Althat, 2021; Riyanto et al., 2021).

Training is one of the most important HR practices for improving employee capability. Training refers to planned organizational activities designed to develop employees' knowledge, skills, abilities, and work attitudes so they can perform their current jobs more effectively. In operational terms, training can be evaluated through the relevance of training materials, instructor competence, training methods, equipment or facilities, and certification or post-

training evaluation (Afandi, 2018; Simamora, 2006). Contemporary empirical evidence shows that training and development programs contribute to employee performance by improving competence, productivity, job readiness, and retention. Herjuna et al. (2024), in a study on the manufacturing sector, found that well-structured training programs improve employee capabilities and support performance outcomes. Similarly, Hosen et al. (2024) demonstrated that training and development are associated with work performance, particularly when supported by career development and organizational commitment. In the Indonesian context, Khusrohianti et al. (2023) found that training, competence, and work discipline positively and significantly affected employee performance at PT PLN (Persero) UP3 Sukoharjo. These findings indicate that training should not be treated merely as a routine HR activity, but as a strategic mechanism to close competency gaps and improve work outcomes.

Job promotion is another important HR practice because it reflects recognition, career advancement, and increased responsibility. Job promotion refers to the movement of employees from a lower position to a higher position, usually accompanied by greater authority, responsibility, status, and rewards (Fahmi, 2016). When promotion systems are perceived as fair and merit-based, they can increase employee motivation, commitment, and willingness to improve performance. Haryono et al. (2020) found that training and job promotion positively influenced work motivation and job performance in the Indonesian context. Raharja et al. (2022) also showed that job promotion has a positive effect on employee motivation, indicating that promotion opportunities can encourage employees to improve their work behavior and achievement. Furthermore, Kurnadi et al. (2023) reported that job placement and promotion influence work motivation and performance, suggesting that career-related HR practices can function as performance drivers when implemented transparently and based on employee competence. Therefore, promotion is not only an administrative career process, but also a motivational instrument that shapes employee effort and performance.

Work discipline is closely related to employee behavior, compliance, and organizational order. Work discipline refers to employees' awareness and willingness to obey organizational rules, procedures, and standards in carrying out their duties (Hasibuan, 2020). Discipline supports punctuality, responsibility, adherence to procedures, and consistency in task completion. Recent studies confirm that work discipline is an important predictor of employee performance. Bahasoan and Baharuddin (2023) found that work discipline and motivation positively and significantly affect employee performance, indicating that disciplined employees tend to show more reliable and productive work behavior. Khusrohianti et al. (2023) also demonstrated that work discipline, together with training and competence, significantly contributes to employee performance. These findings are relevant to organizations that face problems related to absenteeism, rule violations, declining appraisal scores, and increasing disciplinary cases.

In manufacturing firms, employee performance is especially important because productivity, operational reliability, quality control, and safety depend heavily on employee competence and work behavior. Ngwenya and Pelsler (2020), in a study of manufacturing organizations, showed that human-related factors such as psychological capital, engagement, and job satisfaction

significantly affect employee performance. This indicates that employee performance in manufacturing settings is not determined only by technical systems, but also by HR practices and employee work attitudes. Therefore, training, job promotion, and work discipline can be understood as complementary HR mechanisms: training strengthens capability, promotion strengthens motivation and career orientation, while discipline strengthens behavioral consistency and compliance.

Based on the theoretical and empirical literature, this study positions training, job promotion, and work discipline as key antecedents of employee performance. The study contributes to HRM research by integrating these three HR practices in a single model within the context of a manufacturing firm in Cirebon, Indonesia. This context is relevant because PT Arteria Daya Mulia experienced declining performance appraisal outcomes, decreasing promotion numbers, limited participation in several training programs, and increasing disciplinary cases during 2022–2023. Thus, the present study does not only test general HRM assumptions, but also provides empirical evidence from a specific organizational setting where capability development, career opportunity, and discipline enforcement are practically important for improving employee performance.

## **B. HYPOTHESIS DEVELOPMENT**

Training is expected to improve employee performance because it develops job-related knowledge, skills, and work attitudes. Employees who receive relevant and structured training are more likely to understand work procedures, reduce errors, improve productivity, and complete tasks according to organizational standards. Previous studies show that training and development have a positive relationship with employee performance, particularly when training is aligned with job requirements and organizational needs (Haryono et al., 2020; Herjuna et al., 2024; Hosen et al., 2024; Khusrohianti et al., 2023). Therefore, the first hypothesis is formulated as follows:

***H1: Training has a positive effect on employee performance.***

Job promotion is expected to influence employee performance because promotion provides recognition, career opportunities, higher responsibility, and stronger motivation to achieve work targets. A transparent and merit-based promotion system can encourage employees to improve their competence, discipline, and contribution to the organization. Prior studies indicate that job promotion is positively associated with motivation and performance outcomes (Haryono et al., 2020; Kurnadi et al., 2023; Raharja et al., 2022). Therefore, the second hypothesis is formulated as follows:

***H2: Job promotion has a positive effect on employee performance.***

Work discipline is expected to improve employee performance because compliance with organizational rules and work standards supports punctuality, responsibility, and consistency in task execution. Disciplined employees are more likely to complete work on time, follow

procedures, and reduce behavior that can disrupt organizational productivity. Empirical studies have found that work discipline has a positive and significant effect on employee performance (Bahasoan & Baharuddin, 2023; Khusrohianti et al., 2023). Therefore, the third hypothesis is formulated as follows:

**H3: Work discipline has a positive effect on employee performance.**

Training, job promotion, and work discipline are also expected to simultaneously affect employee performance because they represent complementary HR mechanisms. Training improves employee capability, promotion strengthens motivation and career orientation, while discipline ensures consistent work behavior. When these three practices are managed together, they can create a more productive and performance-oriented work environment. Therefore, the fourth hypothesis is formulated as follows:

**H4: Training, job promotion, and work discipline simultaneously affect employee performance.**

## METHOD

### *Research Design and Setting*

This study employed a quantitative research design with descriptive and verification purposes. The descriptive approach was used to explain respondents' perceptions of training, job promotion, work discipline, and employee performance, while the verification approach was used to test the hypothesized relationships among the variables. The study was conducted at PT Arteria Daya Mulia Cirebon, Indonesia, a manufacturing firm in which employee performance, training participation, promotion practices, and disciplinary records became relevant organizational issues during the 2022–2023 period. The independent variables in this study were training (X1), job promotion (X2), and work discipline (X3), while the dependent variable was employee performance (Y).

### *Population and Sample*

The population of this study consisted of 1,612 employees of PT Arteria Daya Mulia Cirebon. Because the population was relatively large and the study was conducted within a single organizational context, the sample size was determined using the Slovin formula with a 10% margin of error. The formula is presented as follows:

$$n = N / (1 + N(e^2))$$

where  $n$  represents the sample size,  $N$  represents the population size, and  $e$  represents the margin of error. Based on the population of 1,612 employees and a margin of error of 10%, the calculation produced a minimum sample of approximately 94 respondents. Therefore, this study used 94 employees as respondents.

The 10% margin of error was used because the study was conducted under organizational access constraints and was intended as an explanatory survey within a single-company context. Although a smaller margin of error may provide stronger statistical precision,

the sample size was considered acceptable for examining the proposed regression model in the organizational setting studied.

### **Sampling Technique**

The sampling technique used in this study was probability sampling with a simple random sampling approach, in which each employee in the population had an equal opportunity to be selected as a respondent. This technique was used to reduce selection bias and to ensure that the sample represented the employee population of PT Arteria Daya Mulia Cirebon. Respondents were selected from employees who were available, willing to participate, and had sufficient knowledge of the company's training, promotion, discipline, and performance practices.

### **Measurement of Variables**

Data were collected using a structured questionnaire. All variables were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The questionnaire items were developed based on established indicators from human resource management literature and adjusted to the organizational context of the study.

Training (X1) was measured using 11 statement items reflecting five dimensions: instructor competence, training materials, training methods, training equipment or facilities, and certification or post-training evaluation. Job promotion (X2) was measured using 11 statement items reflecting leadership, performance, and loyalty dimensions. Work discipline (X3) was measured using 11 statement items reflecting goal and ability, leader example, compensation, justice, close supervision, sanctions, firmness, and human relations. Employee performance (Y) was measured using 15 statement items reflecting work quantity, work quality, discipline, responsibility, task completion ability, and supportive work environment.

**Table 1.** Measurement of Variables

Construct	Dimensions / Indicators	Number of Items	Scale	Source
Training (X1)	Instructor competence; training materials; training methods; equipment or facilities; certification or post-training evaluation	11	Likert 1-5	Afandi (2018); Simamora (2006)
Job Promotion (X2)	Leadership; performance; loyalty	11	Likert 1-5	Afandi (2018); Fahmi (2016)
Work Discipline (X3)	Goal and ability; leader example; compensation; justice; close supervision; sanctions; firmness; human relations	11	Likert 1-5	Hasibuan (2020)
Employee Performance (Y)	Work quantity; work quality; discipline; responsibility; task completion ability; supportive work environment	15	Likert 1-5	Afandi (2018); Mangkunegara (2009)

### ***Data Collection Procedure***

Primary data were obtained through the distribution of structured questionnaires to 94 employees. The questionnaire was designed to measure respondents' perceptions of training, job promotion, work discipline, and employee performance. Before being distributed, the questionnaire items were reviewed to ensure that they were understandable and relevant to the organizational context. In addition to questionnaire data, observation, informal interviews, and documentation were used to support the interpretation of the survey results. Organizational documents related to training participation, promotion records, performance appraisal, and disciplinary cases were used as supporting information to strengthen the background and contextual analysis.

### ***Validity and Reliability Testing***

Instrument validity was tested using Pearson product-moment correlation. Each item was considered valid if the calculated correlation value ( $r_{count}$ ) was greater than the critical value of  $r_{table}$ . With 94 respondents, the  $r_{table}$  value used in this study was 0.2028. Therefore, questionnaire items were considered valid when  $r_{count} > 0.2028$ . Reliability was tested using Cronbach's alpha to assess the internal consistency of each construct. A construct was considered reliable when Cronbach's alpha was greater than or equal to 0.60. This threshold was used because the study employed an explanatory survey approach and measured perceptual constructs in an organizational setting. The validity and reliability tests were conducted before the regression analysis to ensure that the measurement instruments were statistically acceptable.

### ***Data Analysis Technique***

The data were analyzed using descriptive statistics and multiple linear regression analysis with the assistance of SPSS. Descriptive statistics were used to describe the respondents' perceptions of each variable based on the mean, standard deviation, and percentage of agree/strongly agree responses. Multiple linear regression was used to examine the effects of training, job promotion, and work discipline on employee performance.

Before conducting the regression analysis, classical assumption tests were performed to ensure that the regression model met the required statistical assumptions. The normality test was conducted using the Kolmogorov–Smirnov test. The residuals were considered normally distributed when the significance value was greater than 0.05. The multicollinearity test was assessed using tolerance and variance inflation factor (VIF) values. The model was considered free from multicollinearity when the tolerance value was greater than 0.10 and the VIF value was less than 10. The heteroscedasticity test was conducted using the Glejser test. The model was considered free from heteroscedasticity when the significance value of each independent variable was greater than 0.05.

The regression model used in this study is expressed as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where Y represents employee performance, a represents the constant,  $b_1$ – $b_3$  represent the regression coefficients, X1 represents training, X2 represents job promotion, X3 represents work discipline, and e represents the error term.

### Hypothesis Testing

Hypothesis testing was conducted using partial and simultaneous tests. The t-test was used to examine the partial effect of each independent variable on employee performance. H1 was tested by examining the effect of training on employee performance, H2 was tested by examining the effect of job promotion on employee performance, and H3 was tested by examining the effect of work discipline on employee performance. Each hypothesis was accepted when the significance value was less than 0.05.

The F-test was used to examine the simultaneous effect of training, job promotion, and work discipline on employee performance. H4 was accepted when the significance value of the F-test was less than 0.05. The coefficient of determination ( $R^2$ ) was used to determine the extent to which training, job promotion, and work discipline explained the variance in employee performance.

## RESULTS AND DISCUSSION

### RESULTS

Table 2 summarizes the descriptive results based on respondents' ratings. Overall, respondents reported high levels of training (M = 4.09), job promotion (M = 4.30), work discipline (M = 4.46), and employee performance (M = 4.28) on a 5-point Likert scale. The proportion of "agree/strongly agree" responses exceeded 85% across all constructs, indicating generally favorable perceptions of HR practices and performance outcomes in the organization.

**Table 2.** Descriptive statistics of study variables

Variable	Items	Mean	SD	Agree/Strongly agree (%)
Training (X1)	11	4.092	0.640	85.0
Job Promotion (X2)	11	4.304	0.589	93.4
Work Discipline (X3)	11	4.460	0.536	98.1
Employee Performance (Y)	15	4.278	0.516	97.0

Source: Primary data processed (SPSS output), 2024.

### Measurement quality (validity and reliability)

Item validity was assessed using item–total correlations, and internal consistency was evaluated using Cronbach's alpha. All indicators met the validity criterion ( $r_{\text{count}} > r_{\text{table}} = 0.2028$ ),

and the reliability coefficients exceeded the minimum acceptable threshold for exploratory research ( $\alpha \geq .60$ ) (Sugiyono, 2019).

**Table 3.** Validity and reliability of measurement instruments

Construct	Item validity (r_count range)	r_table	Cronbach's $\alpha$	Decision
Training (X1)	0.620–0.803	0.2028	0.888	Valid & reliable
Job Promotion (X2)	0.395–0.597	0.2028	0.627	Valid & reliable
Work Discipline (X3)	0.316–0.639	0.2028	0.688	Valid & reliable
Employee Performance (Y)	0.372–0.666	0.2028	0.766	Valid & reliable

Source: Primary data processed (SPSS output), 2024.

#### Classical assumption tests

Before estimating the regression model, normality, multicollinearity, and heteroscedasticity were evaluated. The Kolmogorov–Smirnov test indicates that the residuals are normally distributed ( $p = .088$ ). All VIF values are below 10 and tolerance values are above .10, suggesting no multicollinearity. The Glejser test shows non-significant p-values for all predictors, indicating homoscedasticity.

**Table 4.** Classical assumption test results

Test	Statistic	Value	Decision
Normality	K–S Asymp. Sig. (2-tailed)	.088	Normal residuals
Multicollinearity	Tolerance (X1)	.957	No multicollinearity
Multicollinearity	VIF (X1)	1.045	No multicollinearity
Multicollinearity	Tolerance (X2)	.610	No multicollinearity
Multicollinearity	VIF (X2)	1.640	No multicollinearity
Multicollinearity	Tolerance (X3)	.623	No multicollinearity
Multicollinearity	VIF (X3)	1.605	No multicollinearity
Heteroscedasticity (Glejser)	Sig. (X1)	.242	Homoscedastic
Heteroscedasticity (Glejser)	Sig. (X2)	.101	Homoscedastic
Heteroscedasticity (Glejser)	Sig. (X3)	.857	Homoscedastic

Source: Primary data processed (SPSS output), 2024.

### Multiple regression and hypothesis testing

A multiple linear regression was estimated to test the proposed hypotheses. The model is statistically significant,  $F(3, 90) = 19.666$ ,  $p < .001$ , and explains 39.6% of the variance in employee performance ( $R^2 = .396$ , Adjusted  $R^2 = .376$ ). The estimated regression equation is:  $Y = 3.233 + 0.221X_1 + 0.360X_2 + 0.341X_3$ .

**Table 5.** Regression coefficients and hypothesis testing

Predictor	B	SE	$\beta$	t	p	Decision
(Constant)	3.233	5.755	—	.562	.576	—
Pelatihan (X1)	.221	.062	.299	3.573	.001	Supported
Promosi Jabatan (X2)	.360	.124	.305	2.907	.005	Supported
Disiplin Kerja (X3)	.341	.122	.290	2.795	.006	Supported

Note: Dependent variable = Employee Performance (Y). p-values are two-tailed.

Source: Primary data processed (SPSS output), 2024.

**Table 6.** Overall model fit

R	$R^2$	Adjusted $R^2$	Std. error	F	df	p
.629	.396	.376	2.661	19.666	3, 90	< .001

Source: Primary data processed (SPSS output), 2024.

### DISCUSSION

The results of this study provide empirical evidence that training, job promotion, and work discipline are significant predictors of employee performance at PT Arteria Daya Mulia Cirebon. The regression model indicates that the three independent variables simultaneously explain 39.6% of the variance in employee performance. This finding suggests that employee performance is not shaped by a single factor, but by a combination of human resource practices related to capability development, career advancement, and behavioral discipline. In the context of a manufacturing firm, these three factors are particularly relevant because employee performance is closely associated with technical competence, operational consistency, compliance with work procedures, and the ability to achieve production targets.

The first finding shows that training has a positive and significant effect on employee performance ( $B = 0.221$ ,  $p = .001$ ). This result indicates that employees who perceive training as relevant, well-structured, and useful tend to report higher performance. Training improves employees' knowledge, skills, and work attitudes, enabling them to perform tasks more accurately and efficiently. In a manufacturing environment, training is important because

employees are required to understand work procedures, quality standards, safety rules, and operational techniques. This finding is consistent with Hosen et al. (2024), who found that training and development contribute to work performance, especially when supported by career development and organizational commitment. The finding also supports Haryono et al. (2020), who demonstrated that training can improve work motivation and job performance in the Indonesian context. Therefore, training at PT Arteria Daya Mulia should not be treated as an administrative activity only, but as a strategic HR practice to close competency gaps and improve productivity.

The second finding shows that job promotion has a positive and significant effect on employee performance ( $B = 0.360$ ,  $p = .005$ ). Among the three predictors, job promotion has the largest unstandardized coefficient and the highest standardized coefficient ( $\beta = .305$ ), indicating that career advancement opportunities may be the most influential factor in explaining employee performance in this study. This suggests that employees may respond strongly to promotion systems because promotion represents recognition, fairness, higher responsibility, and future career prospects. When employees perceive that promotion is transparent and merit-based, they are more likely to improve discipline, loyalty, work quality, and achievement. This finding is in line with Haryono et al. (2020), who found that job promotion positively affects work motivation and job performance. It also supports Kurnadi et al. (2023), who showed that job placement and promotion influence motivation and performance. In the context of PT Arteria Daya Mulia, the decline in the number of promoted employees from 2022 to 2023 may have affected employees' perceptions of career opportunity; therefore, strengthening transparent promotion criteria is important for maintaining performance motivation.

The third finding confirms that work discipline has a positive and significant effect on employee performance ( $B = 0.341$ ,  $p = .006$ ). This result indicates that employees who demonstrate higher compliance with organizational rules, punctuality, responsibility, and consistency in completing tasks tend to show better performance. Work discipline is a crucial behavioral mechanism in manufacturing firms because operational activities depend on compliance with procedures, time schedules, safety standards, and production rules. The result is consistent with Bahasoan and Baharuddin (2023), who found that work discipline and work motivation positively affect employee performance. It is also supported by Khusrohianti et al. (2023), who reported that work discipline, together with training and competence, significantly affects employee performance. In this study, the significant role of discipline is particularly important because the company experienced a substantial increase in documented disciplinary sanctions during 2022–2023. This condition suggests that discipline enforcement should be improved not only through sanctions, but also through clear communication, fair supervision, leadership example, and supportive work relations.

The simultaneous effect of training, job promotion, and work discipline on employee performance confirms that these three variables operate as complementary HR mechanisms. Training strengthens employee capability, job promotion strengthens motivation and career

orientation, while work discipline strengthens consistency and compliance with organizational standards. When these practices are implemented together, they create an integrated HR system that supports employee performance more effectively than isolated interventions. This result is consistent with the broader HRM perspective, which argues that employee performance is influenced by a set of mutually reinforcing human resource practices rather than by individual practices alone (Alsafadi & Altahat, 2021; Riyanto et al., 2021).

The coefficient of determination shows that training, job promotion, and work discipline explain 39.6% of employee performance variance, while the remaining 60.4% is explained by other variables outside the model. This indicates that although the three predictors are important, employee performance may also be influenced by other factors such as leadership style, compensation, job satisfaction, organizational commitment, work environment, employee engagement, and organizational culture. Therefore, future studies may extend this model by incorporating mediating variables such as work motivation or job satisfaction, as well as moderating variables such as leadership style or organizational culture.

From a practical perspective, the findings suggest that PT Arteria Daya Mulia should manage employee performance improvement through an integrated HR strategy. First, training programs should be designed based on competency needs, job requirements, and post-training evaluation. Second, promotion systems should be transparent, merit-based, and clearly communicated to employees to strengthen trust and motivation. Third, work discipline should be enforced consistently through fair rules, supervisory support, leadership example, and constructive feedback. By integrating training, promotion, and discipline, the company can develop a more capable, motivated, and disciplined workforce that contributes to sustainable performance improvement.

## **CONCLUSION**

This study concludes that training, job promotion, and work discipline have positive and significant effects on employee performance at PT Arteria Daya Mulia Cirebon. The findings confirm that employee performance is shaped not only by individual capability, but also by organizational practices that develop employee competence, provide career opportunities, and strengthen compliance with work standards. The regression results show that training improves employee performance by enhancing job-related knowledge and skills, job promotion strengthens performance through recognition and career motivation, and work discipline supports performance by encouraging punctuality, responsibility, and consistency in task execution. Among the three predictors, job promotion shows the strongest coefficient, indicating that career advancement opportunities may be a particularly important factor in motivating employees to improve their performance.

Theoretically, this study contributes to human resource management literature by integrating training, job promotion, and work discipline as complementary HR practices in explaining employee performance within a manufacturing firm context. The findings support the view that employee performance is more effectively improved when capability development, career recognition, and behavioral discipline are managed as an integrated HR

system rather than as separate practices. Contextually, this study provides empirical evidence from an Indonesian manufacturing organization facing declining performance appraisal outcomes, reduced promotion numbers, limited training participation, and increasing disciplinary cases.

From a practical perspective, the findings suggest that management should strengthen structured and needs-based training programs, ensure transparent and merit-based promotion systems, and implement work discipline consistently and fairly. Training programs should be aligned with competency gaps and followed by evaluation to ensure that employees can apply the knowledge and skills gained in their work. Promotion decisions should be based on clear criteria, performance achievement, competence, and loyalty so that employees perceive career advancement as fair and motivating. Work discipline should be enforced not only through sanctions, but also through leadership example, effective supervision, clear communication, and supportive work relations.

This study has several limitations. First, the research was conducted in a single manufacturing firm, which may limit the generalizability of the findings to other sectors or organizations. Second, the study used a cross-sectional survey design, so it could not capture changes in employee performance over time. Third, the data were collected through self-reported questionnaires, which may create the possibility of common-method bias. Future studies are encouraged to use longitudinal designs, involve multiple organizations or sectors, and include objective performance indicators such as KPI records, supervisor evaluations, productivity data, or attendance records. Future research may also examine mediating variables such as work motivation, job satisfaction, or organizational commitment, as well as moderating variables such as leadership style, organizational culture, or compensation system, to provide a deeper understanding of how training, promotion, and discipline influence employee performance.

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