The Influence of Education and Training (Diklat), Competency on Position Promotion and Employee Performance of Eco Beach Villa and Apartment Canggu

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Abstract

This research aims to analyze the influence of education and training (Diklat), competency on position promotion and employee performance at Eco Beach Villa and Canggu Apartments in companies in the tourism industry sector in Badung district. In this study, the population studied was 216 permanent employees at Eco Beach Villa and Apartment Canggu. This research sample used the Solvin formula to obtain 68 people. The analysis technique used is "path analysis". The analysis results show that: 1). Education and training have a positive and significant effect on the work performance of Eco Beach Villa and Apartment Canggu employees; 2). Competence has a positive and significant effect on the performance of Eco Beach Villa and Apartment Canggu employees; 3). Education and training have a direct influence on the promotion of Eco Beach Villa and Apartment Canggu employees; 4). Competency has a direct influence on the promotion of Eco Beach Villa and Apartment Canggu employees; 5). Job promotions have a direct effect on the performance of Eco Beach Villa and Apartment Canggu employees; 6). Education and training have a significant indirect effect on the performance of Eco Beach Villa and Apartment Canggu employees through job promotions; 7). Competency has a significant indirect effect on the performance of Eco Beach Villa and Apartment Canggu employees through job promotions.

Keywords: Education and Training, Competency, Position Promotion, Employee Performance.
INTRODUCTION

The management of Eco Beach Villa and Apartment Canggu continues to strive to improve service coverage to provide clean water services for tourists in Badung Regency and provide other services in accordance with its vision and mission. Until September 2022, Eco Beach Villa and Apartment Canggu will only be able to serve a total of 61,189 tourist connections. Meanwhile, Eco Beach Villa and Apartment Canggu employees, although they have contributed to realizing service advances in the tourism sector, their role is not yet optimal. It is proven that the performance of the employees of the company owned by the Management of Eco Beach Villa and Apartment Canggu in this area is still under public scrutiny on social media, as the quality of service from this company is still not optimal. This is based on criticism and complaints from tourists as service users, both directly and indirectly, such as not having access to water, lack of response/quick response to tourist complaints. This fact shows that employees have not been able to meet the maximum demands from various groups in society and the private sector. The demands of globalization and current needs indicate the need to increase employee competency so that they have competitiveness and are able to carry out operations with good performance.

With this performance not being optimal, a form of attention, effort and encouragement or motivation that can be carried out by the organization towards its employees, one of which is by carrying out objective promotions in accordance with their performance and competencies. The purpose of implementing job promotions is to increase employee work motivation so that they want to work with good work behavior in accordance with the company’s SOP. Job promotions carried out by company management provide an important role for every employee, in fact every employee makes job promotion a dream and goal that he always hopes for. Job promotions are carried out through elements of work performance assessment or job implementation assessment list/DP3 and competency assessment through competency tests. However, based on observations, the implementation of the assessment of job promotions still does not show that there are promotions in accordance with applicable regulations, where promotions are more due to kinship status, understanding or closeness between an employee and the leader so that it seems not objective. This is proven by the absence of an independent panel team in terms of assessment for promotion.

The variable that influences employee performance is competence. According to Rivai (2011:304) states that competence is a key determining factor for someone to produce good
performance. The aim of increasing competency is to determine the level of performance that the company expects from its employees. Based on these data, the Diploma I educational qualification still dominates at Eco Beach Villa and Apartment Canggu, which causes structural positions at manager and supervisor level to experience problems in fulfilling the minimum educational requirements because it is not in accordance with the scientific discipline and is still relatively inadequate for certain levels of position, because Job competency standards have not been implemented optimally, that is, they are not in accordance with job qualifications. This problem can have an impact on employee performance and this mismatch in competency can hamper the company's operations and performance.

Furthermore, according to Simamora (2004: 276) states that one of the factors that influences performance is training. This is in accordance with the regulations or rules contained in PUPR Ministerial Regulation Number 15/PRT.2018 concerning the implementation of the Indonesian National Work Competency Standards in the field of drinking water supply system management (SPAM). The parameter is that every SPAM employee is required to have a competency certificate through education and training (training). So, to realize these hopes and goals, continuous or gradual education and training (training) is needed according to the level of expertise and skills. The problem regarding education and training (diklat) is that there are allegedly still Eco Beach Villa and Apartment Canggu employees who have been appointed as structural officials who have not taken leadership training (Diklatpim) which is one of the requirements for holding structural positions. Apart from that, there are also problems in terms of implementation and financing of training where the implementation of the training schedule collides with employees' working time, thus disrupting employees’ routine operations and there are limited participants to take part in training due to budget limitations.

The aim of this research is to obtain proven results regarding the following: 1). Analyzing the effect of education and training (training) on employee performance at Eco Beach Villa and Apartment Canggu, 2). Analyzing the influence of competency on employee performance at Eco Beach Villa and Apartment Canggu, 3). Analyzing the influence of training and education (diklat) on job promotions for employees of Eco Beach Villa and Apartment Canggu, 4). Analyzing the influence of competency on job promotions for employees of Eco Beach Villa and Apartment Canggu, 5). Analyzing the effect of promotion on employee performance at Eco Beach Villa and Apartment Canggu, 6). Analyzing the effect of education and training (training) on employee performance through job promotions for
employees of Eco Beach Villa and Apartment Canggu, 7). Analyzing the influence of competency on employee performance through job promotions at Eco Beach Villa and Apartment Canggu.

It is hoped that the results of this research will provide benefits in the form of theoretical and practical benefits. Theoretically, this research is expected to provide information and be useful for developing theories regarding human resource management, especially those related to education and training (diklat), competency, promotion and employee performance. Practically, the results of this research are expected to be input and evaluation material for Eco Beach Villa and Apartment Canggu employees in developing human resource management strategies, adopting policies, especially regarding training, competency and good job promotions in order to improve employee performance.

**Theoretical Review**

This research is based on similar research related to the object under study that has been carried out previously. The empirical study that is used as a reference and basis for this writing concerns the issues of training, competency, promotion and employee performance, although with different emphasis and focus. Several previous researchers used as a reference was Syaleh’s research (2017), with the title "The Influence of Training and Work Discipline on the Performance of Employees of the Regional Financial and Asset Management Revenue Service of Fifty Cities Regency". The analysis technique used in this research is multiple linear regression. The research results found that training had a significant positive effect on employee performance. Research by Purnomo, et al. (2016), with the title "The Influence of Education and Training on Competence and Its Impact on the Performance of Bali Tour Guides".

The analysis technique used in this research is path analysis. The research results found that education and training had a positive and significant influence on the performance of Bali Tour Guides directly. Research by Susanto & Hamzali (2022), with the title "The Influence of Employee Loyalty, Education and Training on Position Promotion at the Nagan Raya Regency Regional Secretariat Office". The analysis technique used in this research is multiple linear regression. The research results found that the education and training variables in this study had a positive and significant influence on job promotion. Research by Fitri, et al. (2020), with the title "The Influence of Competency and Training on Job Satisfaction and Performance of Employees of the Investment and One-Stop Integrated Services Service of Riau Province".
The analysis technique used in this research is path analysis. The research results found that training had a significant effect on employee performance and competency had a significant positive effect on employee performance. Pandaleke’s research (2016), with the title "The Influence of Competency, Job Satisfaction and Organizational Commitment on the Performance of Southeast Minahasa Regency Inspectorate Employees". The analysis technique used in this research is multiple linear regression. The research results found that competence influences employee performance. Research by Aini, et al. (2020), with the title "The Impact of Employee Competency and Position Promotion on Career Development and Employee Performance".

The analysis technique used in this research is path analysis. The research results found that employee competency has a significant effect on employee performance and promotion has a significant effect on employee performance. Research by Adi, et al. (2019), with the title "The Effect of Position Promotion and Work Discipline on the Performance of Eco Beach Villa and Apartment Canggu Employees". The analysis technique used in this research is path analysis. The research results found that job promotions had a positive and significant effect on employee performance. Research by Hasapriadi, et al. (2021), with the title "The Effect of Incentives on Employee Work Performance Through Position Promotion". The analysis technique used in this research is path analysis. The research results found that there was a significant indirect influence between training and employee performance through promotion.

**Theoretical Study**

Education and training are efforts to develop human resources, especially to develop intellectual abilities and human personality. Therefore, to obtain maximum results in employee development, education and training programs are needed that are in accordance with job analysis so that employees know the objectives of the education and training they are carrying out. The use of the terms education and training in an institution or organization is usually combined into training. The unit that handles employee training is called pusdiklat (education and training center). Therefore, every organization or agency that wants to develop, training for its employees must receive great attention.

As an acronym, education and training is built from two concepts, education and training. Garavan (1995:3) defines: "education as, a process or series of activities aimed at enabling a person to assimilate and develop knowledge, skills, values and understanding that are not only related to a narrow field of activity, but also related to problems that broad and
complex so that it can be defined, analyzed and resolved”. "Meanwhile, according to him, training is a systematic design and effort to modify or develop the knowledge, skills and attitudes of employees through learning experiences, in order to create effective performance in the organization” (Garavan, 1995:2).

The basic understanding that can be taken from Garavan’s explanation is that education is a long-term investment for individuals in their work. Meanwhile, training focuses more on urgent and current needs regarding work. It seems that this is enough to answer why training is preferred to develop a person’s competencies which are more related to the need to respond to small and medium scale environmental changes. The above understanding is strengthened by Wilson’s opinion (2005: 5), "education is an activity that aims to develop knowledge, skills, moral values and understanding needed in all aspects of life, not only knowledge and skills related to the field of activity in question. limited”. The aim of education is to provide the necessary conditions for a person to develop an understanding of the existing traditions and ideas of the society in which they live and enable them to engage in them. And he also defines training as, a planning process to change behavior, knowledge and skills through learning experiences to achieve effective performance in an activity or various activities. The goal in the world of work is to develop employee capabilities which in turn meet the needs of the organization both now and in the future (2005: 4).

Education and Training (Diklat)

Meanwhile, according to Husein (2005:12), states that: "training is a program that aims to improve employees' work implementation skills and techniques for current needs, as well as improvements in knowledge, knowledge, abilities, attitudes and personality to prepare employees to assume certain positions in future". From several opinions of these experts, it can be concluded that education and training (diklat) is a process of activities of a company which aims to improve employee mastery of certain skills and work implementation techniques for current needs and increase the knowledge, knowledge, abilities, attitudes and personality of employees in take office. If the education and training (training) process is looked back, it can be seen that the final result of the process is a change in expected behavior, this means that training essentially aims to change the behavior of the targets of education and training (Notoatmodjo, 2004:37).

According to Handoko (2003:243), states that: "training aims to improve employee work effectiveness in achieving predetermined work results". "Through the training program, it is hoped that there will be changes in behavior and an increase in employees'
abilities and skills in completing work so that they get more effective and efficient results" (Handoko, 2003: 243). According to Nitisemito (2007: 86), the definition of "education and training is an activity of a company or agency which aims to improve and develop the attitudes, behavior, skills and knowledge of employees".

"Education and Training (Diklat) is a process of activities of a company which aims to improve and develop attitudes and behavior, skills and knowledge as well as intelligence of human resources in accordance with the wishes of the company concerned" (Gorda, 2004: 154). The objectives of education and training (training) according to Article 1 paragraph (9) of Law no. 13 of 2003 concerning employment states that: "work education and training are all activities to provide, obtain, improve and develop work competence, productivity, discipline, attitudes and work ethic at a certain level of skills and expertise in accordance with the level and qualifications of the position and work". According to (Thaif et al. 2015), the indicators used to measure training variables in this research are training instructors, training methods, training time, training benefits.

The types of training in question are:

a. Functional training is carried out to achieve competency requirements in accordance with the type and level of each functional position. The type and level of functional training for each position is determined by the relevant functional position development agency.

b. Technical training is carried out to achieve the technical competency requirements needed to carry out tasks. Technical training can be carried out in stages and the type of technical training for each position is determined by the technical agency concerned.

Based on several definitions regarding training above, it can be concluded that training is an activity to improve and develop an employee's work abilities in relation to the company which helps in understanding practical knowledge and helps improve a person's skills, abilities and attitudes required by the company in achieving objective.

According to Article 1 paragraph (9) of Law no. 13 of 2003 concerning employment states that: "vocational education and training are all activities to provide, obtain, improve and develop work competence, productivity, discipline, attitudes and work ethic at a certain level of skill and expertise in accordance with the level and qualifications of the position and work".

Education and training programs seek to teach participants how to perform certain activities or jobs. In education and training, an environment is created where employees can
acquire or learn specific attitudes, abilities, skills, knowledge and behavior related to work. Education and training usually focus on providing employees with specific skills or helping them correct performance weaknesses.

Furthermore, according to Simamora, (2004:32), mentions the benefits obtained from holding education/training (training), namely:

a. Increase the quality and quantity of productivity,

b. Reducing the learning time required for employees to achieve specified performance standards,

c. Creating more profitable attitudes, loyalty and cooperation,

d. Fulfill human resource planning requirements,

e. Reducing the number and costs of work accidents,

f. Assist employees in their personal improvement and development.

Competency

According to (Wibowo, 2007: 110) states that competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Thus, competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as superior in a particular field, with the indicators being knowledge, skills, attitude.

According to Palan (2007:127) states that: "there are two terms that appear in work, namely the terms competency (competence) and competence (skills). The term emerged from two different schools of thought regarding the concept of suitability for work."

Competency is defined by Palan (2007:96) as a description of behavior. In more detail, the description refers to the characteristics underlying behavior that describe motives, personal characteristics (characteristics), self-concept, values, knowledge and skills. All of that is only under or owned by someone who performs superiorly in the workplace. These skills are defined as individual skills demonstrated by someone in producing goods or services that meet the required standards.

Meanwhile, according to Veithzal (2003:298) states: "competence is proficiency, skill, ability. The basic word itself is competent, which means capable, capable, skilled. Competency refers to the attributes/characteristics of a person that makes him successful in his work."

According to Djaman Satori (2007:22) states: "competence comes from the English language competency which means skill, ability and authority. So competence is
performance that leads to the complete achievement of goals towards the desired conditions."

Mudrajad Kuncoro (2005:44) also said: "core competency is the main value of a company/organization in creating skills and capabilities that are distributed through various production or business lines."

Fachruddin Saudagar (2009:30) states that: "a person's qualitative ability is the ability of a person's attitudes and actions which can only be assessed by measuring good and bad. Meanwhile, quantitative ability is a person's ability that can be assessed and measured."

Competency based on Law no. 13/2003 concerning Employment: article 1 (10), "Competency is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with established standards."

From the opinions above, it can be concluded that competency is a number of abilities that a person, especially an employee, must possess to reach the level of professional employee.

**Position Promotion**

Job promotion is a form of trust and recognition by an agency or organization for an employee’s abilities and skills. Job promotions can be carried out with the aim of strengthening cooperation between employees. Providing Position Promotions by organizations or agencies is a form of appreciation or "reward" given to employees as a form of trust and recognition regarding the employee’s abilities and skills to occupy a higher position. The following is the definition of expert promotion:

Job promotion is a form of trust and recognition by an agency or organization for an employee’s abilities and skills. (Hasibuan, 2016: 108) states: "Position promotion means a transfer that increases authority and responsibility to a higher level in an organization which is followed by greater obligations, rights, status and income." According to (Hasibuan, 2013: 108), the indicators for promotion are as follows: honesty, namely honesty in work, discipline, namely obedience to organizational regulations, such as attendance, work performance, such as achieving work results, cooperation, such as cooperation between employees and cooperation with leaders, skills such as knowledge that supports the implementation of tasks, loyalty such as working totally for the organization, leadership such as the ability to form team work, employee education.

Thus, it can be concluded that promotion can provide social status, authority and responsibility as well as greater income for the employee.
To achieve promotion goals, job promotions should be carried out based on the principles of job promotion as stated in Hasibuan (2017:108), which include:

a. Trust: Promotion should be based on trust or confidence regarding the honesty, ability and skills of the employee concerned in carrying out their duties well in that position.

b. Justice: Promotion should be based on fairness, regarding the assessment of honesty, abilities and skills of all employees. Assessments must be honest and objective, without favoritism, without looking at race, class and ancestry.

c. Formation: Promotion must be based on the existing formation, because employee promotion is only possible if there is a vacant position formation, for this reason there must be a description of the job/position that will be carried out by the employee, promotion must also be adjusted to the existing position formation within the company.

To carry out job promotions, companies must first pay attention to the basics of promotion which can guarantee that the employees who will be promoted will have the ability to hold higher positions, as stated by Hasibuan (2017: 109)

**Employee Performance**

According to Dessler (2009) states that: ”performance is the employee's actual achievement compared to the employee's expected achievement. The expected work performance is a standard performance prepared as a reference so that you can see the employee's performance according to their position compared to the standards created.” Apart from that, you can also see the employee's performance against other employees.

According to Sedarmayanti (2011: 260) states that: ”performance is the result of the work of a worker, a management process or an organization as a whole, where the results of this work must be shown in concrete and measurable evidence (compared to predetermined standards)”. According to Rachmawati (2008:85) states that: ”performance is the level of success achieved by a person to determine the extent to which a person achieves the work performance that is measured or assessed”. According to Wibowo (2014: 10) states that: ”performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy.” According to Hasibuan (2006), states that: ”performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness and the
person's performance time is a measure of the extent of a person's success in carrying out his work duties".

Based on the description above, it can be concluded that employee performance is the result of quality work achieved by an employee in carrying out their duties in accordance with the responsibilities given to the employee.

According to (Sedarmayanti, 2011: 260) states that: "performance is the result of the work of a worker, a management process or an organization as a whole, where the results of this work must be shown in concrete and measurable evidence (compared to predetermined standards.) The benefits of performance appraisal according to (Bangun, 2012) are as follows: Evaluation between individuals in an organization. Performance appraisal can aim to assess the performance of each individual in the organization, self-development of each individual in the organization. Performance appraisal for this purpose is useful for developing employees, maintaining a sharing system. existing systems in the organization, each subsystem is interconnected between one subsystem and other subsystems, performance assessment documentation will provide benefits as a basis for follow-up in the employee’s job position in the future.

According to Bernardin and Russel (in Sutrisno, 2010: 179-180) propose six primary performances that can be used to measure performance, namely quality, quantity, timeliness, cost effectiveness, need for supervision, interpersonal impact.

Research methods

This research uses a quantitative research design. In this study, the population studied were permanent employees at Perumda Air Minum Tirta Hita Buleleng, totaling 216 employees whose address was at Jalan Melati No.10 Banjar Jawa, Buleleng Regency and the research variables in this study were the independent variable and the dependent variable as well as the intervening variable. The independent variables in this research are education and training (X1) and competency (X2), the intervening variable is promotion (Y1) and the dependent variable is employee performance (Y2).

This research included sample research using the Solvin formula so that the number of respondents was 68 people. The type of data used in this research is quantitative data, namely data in the form of numbers that can be calculated and processed, such as the number of employees of Perumda Air Minum Tirta Buleleng. Qualitative data is data that is not expressed in the form of numbers. In this research, what is included in the qualitative data is the existence of the research location, main tasks and functions, job descriptions and
organizational structure of the Tirta Hita Buleleng Drinking Water Company. The data required in this research was collected using data collection methods, namely documentation and questionnaires, then the data obtained will be analyzed using SPSS version 22 in the form of the path analysis method.

Analysis and Discussion

Analysis

The results of path analysis with the help of the Statistical Package for Social Science (SPSS) 22 for Windows computer application program, research results were obtained as shown in Table 1:

<table>
<thead>
<tr>
<th>No</th>
<th>Influence Between Variables</th>
<th>Immediate Effect</th>
<th>Indirect Effects</th>
<th>Total Effect</th>
<th>Sig.</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Education and training on employee performance</td>
<td>0.341</td>
<td>0.341</td>
<td>0.000</td>
<td>H1 accepted</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Competence on employee performance</td>
<td>0.285</td>
<td>0.285</td>
<td>0.000</td>
<td>H2 accepted</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Education and training for promotion</td>
<td>0.661</td>
<td>0.661</td>
<td>0.000</td>
<td>H3 accepted</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Competence for promotion</td>
<td>0.291</td>
<td>0.291</td>
<td>0.001</td>
<td>H4 accepted</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Job promotions on employee performance</td>
<td>0.381</td>
<td>0.381</td>
<td>0.000</td>
<td>H5 accepted</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Education and training on employee performance through promotions</td>
<td>(0.661 x 0.381)</td>
<td>0.252</td>
<td></td>
<td>H6 accepted</td>
<td></td>
</tr>
</tbody>
</table>
The results of the analysis show a direct effect value of 0.381 with a real significance level of 0.000 < 0.005. This shows that the fifth hypothesis proposed is acceptable. The results of this analysis mean that the better the job promotion will be able to
influence the increase in employee performance at Eco Beach Villa and Canggu, with a contribution of 38.1 percent. The sixth hypothesis states that education and training have an indirect positive effect on employee performance through promotions.

The results of the analysis show that the indirect effect value of education and training (training) on employee performance through promotion is 0.252. This shows that the sixth hypothesis proposed is acceptable. The results of the analysis mean that better education and training can influence increased employee performance through promotion of employee positions at Eco Beach Villa and Apartment Canggu with a contribution of 25.2 percent. Testing the effect of job promotion as a mediating variable between education and training (training) on employee performance was carried out using the sobel test. Based on the results of the Sobel test calculation, it shows that the calculated Sobel value is 3.61, where when compared with the Z table value, namely 1.96, the calculated Sobel value is greater than the Z table. This means that job promotions are able to mediate between education and training (training) on employee performance at Eco Beach Villa and Apartment Canggu. The seventh hypothesis states that competence has an indirect positive effect on employee performance through promotion. The results of the analysis show that the indirect effect value of competence on employee performance through promotion is 0.211.

This shows that the seventh hypothesis proposed is acceptable. The results of the analysis mean that better competency will be able to influence employee performance improvement through promotion of employee positions at Eco Beach Villa and Canggu with a contribution of 21.1 percent. Testing the effect of job promotion as a mediating variable between competency and employee performance was carried out using the Sobel test. Based on the results of the Sobel test calculation, it shows that the calculated Sobel value is 2.64, where when compared with the Z table value, namely 1.96, the calculated Sobel value is greater than the Z table. This means that job promotion is able to mediate between competency and employee performance at Eco Beach Villa and Canggu.

Discussion

Research shows that education and training (training) have a positive and real effect on employee performance at Eco Beach Villa and Apartment Canggu. The results of this analysis are in accordance with research conducted by (Syaleh, 2017), (Purnomo, et al., 2016) who found that education and training had a positive effect on employee performance. These results indicate that the education and training (training) carried out or attended by Eco Beach Villa and Apartment Canggu employees is able to provide an increase in employee
abilities and effectiveness at work. Education and training is one of the efforts to improve performance, by following education and training in accordance with the main tasks and functions of work, employees at Eco Beach Villa and Apartment Canggu can have certain knowledge so that they are able and competent to carry out their duties well as a clean water supply service.

The results of the research show that competence has a direct influence on employee performance at Eco Beach Villa and Apartment Canggu, meaning that competence in the organization is perceived as positive and important by employees, will encourage the extent to which they feel and have a psychological and emotional attachment to their organization, and then be able to display it results in better work behavior. The results of this analysis are in accordance with research conducted by (Fitri, et al., 2020), (Pandaleke, 2016) which found that competence has a positive effect on employee performance.

The main thing in providing basic clean water services to the community is competence. Competence is an ability possessed by Eco Beach Villa and Apartment Canggu employees, both in terms of knowledge, skills and attitudes. Based on the research results, it shows that employees are classified as competent in their field of work. Employees who have competence can provide good performance as well. This can be seen from the success of the many awards that have been achieved in terms of drinking water/clean water services.

Based on the results of hypothesis testing, it was found that education and training had an important impact on promotion of employee positions at Eco Beach Villa and Apartment Canggu. The results of this analysis are in accordance with research conducted by Susanto and Hamzali (2022) which found that education and training had a positive effect on job promotions. The better education and training perceived by employees at Eco Beach Villa and Apartment Canggu can encourage increased promotions shown by these employees, where education and training is one of the efforts to improve the quality of human resources in the world of work, both for new employees or those who already have work experience need to take part in education and training because job demands can change due to changes in the work environment, strategy, and so on. In other words, education and training are important things that can contribute to increasing employee promotions.

Based on the results of the hypothesis test, it was found that competency has a direct impact on employee promotion at Eco Beach Villa and Apartment Canggu. The results of this analysis are in accordance with research conducted by Santoso and Taufiq (2022), (Novita, 2019), which found that competence has a positive effect on promotion. The better the
competence perceived by employees at Eco Beach Villa and Apartment Canggu will be able to encourage increased promotions shown by these employees. In other words, competency is an important thing that can contribute to employee promotion. "Competency influences job promotion because competency is a criterion for job promotion and company progress" (Marsh, 2014: 47).

Based on the results of hypothesis testing, it was found that job promotions have an important impact on employee performance at Eco Beach Villa and Apartment Canggu. The better job promotions perceived by Eco Beach Villa and Apartment Canggu employees can encourage increased performance shown by employees at Eco Beach Villa and Apartment Canggu. In other words, promotion is an important thing that can contribute to improving the performance displayed by employees. The results of this analysis are in accordance with research conducted by (Adi, et al., 2019), (Aini, et al., 2020), which found that job promotions have a positive effect on performance. Promotion provides an important role for every employee, in fact it is a dream that is always looked forward to. This shows that promotion of employee positions is a benchmark for the performance achieved by an employee (Wahyudi, 2015: 173).

The research results show that job promotions have a mediating role in the relationship between education and training and employee performance. In the sense that job promotions can strengthen the impact of education and training on the performance results displayed by Eco Beach Villa and Apartment Canggu employees. The results of this analysis are in accordance with research conducted by (Hasapriadi, et al., 2021), which found that there was a significant indirect influence between training and employee performance through promotions. Providing training can have an effect on improving performance continuously through promotion first. Because the aim of providing training, apart from improving employee performance, is also a consideration in providing promotions. Promotion is a positive development of a worker or employee because his work is assessed as good by authorized officials.

The research results show that job promotions have a mediating role in the relationship between competency and employee performance. In the sense that job promotions can strengthen the impact of competency on the performance results displayed by Eco Beach Villa and Apartment Canggu employees. Job promotions that are more reflected by competence towards superiors are able to strengthen the impact of competencies that are more reflected on employee performance. According to research results (Mulyono, 2001:38) states that: "competence is very important and plays a role in improving employee
performance or work achievement. The common variables consist of self-confidence, educational background, work experience, skills and insight."

Based on the fact that an employee will need a developed set of knowledge, skills and abilities to work well and successfully in the position they encounter during their career, promotion is an important thing to do to change the human resources an organization has, from one state to another. Other conditions are better through long-term education and learning experiences so that they have good competence in preparing employees for future responsibilities.

**CONCLUSION**

Based on the description and results of research analysis, it can be concluded that education and training have a positive and significant effect on the work performance of Eco Beach Villa and Apartment Canggu employees, competency has a positive and significant effect on the performance of Eco Beach Villa and Apartment Canggu employees, education and training have a direct effect on the promotion of Eco Beach Villa and Apartment Canggu employees, competency has a direct effect on the promotion of Eco Beach Villa and Apartment Canggu employees, position promotion has a direct effect on the performance of Eco Beach Villa and Apartment Canggu employees, education and training have a significant indirect effect on the performance of Eco Beach Villa and Apartment Canggu employees through job promotions, competency has a significant indirect effect on the performance of Eco Beach Villa and Apartment Canggu employees through job promotions.

**Suggestion**

Based on the conclusions that have been produced in this research, along with various limitations of existing research, several suggestions that can be made are that education and training (training) at Eco Beach Villa and Apartment Canggu is good, but there are indicators that need to be improved regarding training times such as schedules, and the duration of training so that management should design and plan education and training (training) that is more effective, regular and well scheduled so that it will have an effect on improving employee performance. Competence at Eco Beach Villa and Apartment Canggu is good, but there are indicators that must be improved regarding attitudes such as employee attitudes towards response and responsiveness in completing tasks so that management should design and place more emphasis on providing training and development of employee attitudes or attitudes in training programs so that they can be applied in employees’ daily
activities and have the ability to work better, the promotion of positions at Eco Beach Villa and Apartment Canggu has gone well, but there are indicators that need to be improved regarding leadership, such as the ability of employees to work in teams (team work).

So it is necessary to get the attention of management by always emphasizing and instilling an attitude of mutual respect between employees from the time recruitment is carried out because by maintaining team collaboration and building a solid team it is believed to be able to increase productivity, work quality, and loyalty to the company, employee performance at Eco Beach Villa and Apartment Canggu is good, but there are indicators that need to be improved regarding quantity and timeliness, such as there are still employees who have not been able to complete the amount of work given on time so that management or leadership needs to increase attention or control to employees regarding the quantity of work that can be completed as well as punctuality so that the desired output can be achieved well.

Research Limitations

A limitation identified in this research is that this research did not differentiate samples based on personal characteristics, including examining associations with perceived personal perceptions of things other than those stated in the model. Because this research focuses more on testing the causal relationship between exogenous and endogenous variables whose measurement instruments were developed from previous theoretical and empirical studies, this research only focuses on employees of Eco Beach Villa and Apartment Canggu, so the results are limited to the scope of the research object. The results cannot be used to generalize results at a wider level, this research was only conducted at one time (cross-sectional study), meaning the research is not longitudinal, does not consider different time durations.

REFERENCES


Law no. 13 of 2003 concerning employment.