

RESEARCH ARTICLE

Open Access

# EMPLOYEES PERFORMANCE IN TERMS OF HUMANS RESOURCES DEVELOPMENT, INFORMATION TECHNOLOGY, AND JOB PROMOTION

Edward Efendi Silalahi

Univrsitas Bhayangkara Jakarta Raya

Orchid ID : 0000-002-4835-1972

## Abstract

This study aims to determine (1) the effect of humans resources development on employees performance, (2) to determine the effect of information technology on performance, and (3) to determine the effect of job promotion on employee performance of information and technology directorate of PT Telkom Seluler Indonesia . This research method uses a quantitative descriptive research design. The population is all employees of information and technology directorate of PT Telkom Seluler , totaling 52 people and the sample used is taken from the entire population. The sampling technique used the census sampling method. Data collection by using a questionnaire. The data analysis technique used was statistical analysis, namely multiple linear regression, F test, t test and the coefficient of determination. The results showed that partially the development of human resources had a significant effect on the performance of information and technology directorate of PT Telkom Seluler . Partially, information technology has a significant effect on the performance of information and technology directorate of PT Telkom Seluler . Partially, promotion has a significant effect on the performance of information and technology directorate of PT Telkom Seluler Indonesia .

**Keywords** Employee performance; humans resources development; information technology; job promotion.

## INTRODUCTION

Key human resource elements that must be maintained in line with demands always faced company for answer every challenge there is. Effort for maintain human resource quality become step main on a company. Good human resource management will result in good company performance effective and efficient is the key to success for a company which greatly influences performance , integrity, transparency for employee. Because that, method of company for overcome this problem

one of them with strive performance improvement employee.

A company is said to be advanced and successful not only by looking at the large profits it makes by company , how ever there is a number of factor supporter other the only one that is quality performance human resources owned by the company. Employee performance is important for the organization because organizational performance is influenced by the good and bad quality of employee performance

( Boxall and Purcell, 2016) becomes the basis for assessing employees or organizations, employees will work optimally and strive to improve their performance if the employee's needs are met fulfilled.

The quality of employee performance cannot be separated from the abilities possessed by the employee, so organization sued for always to develop human resource in increase employee abilities. ( Li Xi Yuan et.al, 2021 ).Human resource development program are needed for every employee both when they first enter a company and when they first enter a company continuously following job demands. There will be human resource development improve skills and knowledge, so employees will be more productive at work ( Ciobanu et.al, 2019 ). In line with research by Thaller et.al, (2023 ) which states with the implementation of human resource development employees will become tougher in work and try reach level performance which tall.

Research conducted by Els and Meyer (20 23 ) explains human resources development have a significant effect on employee performance . In line with research conducted by Ato Forson et.al (2021) who found highly significant results or there is a high significant positive influence between human resource development on performance employee, tall low human resource development influence tall low performance employee.

Mastery of information technology has a positive value on employee performance so the greater mastery of information technology will further improve employee performance ( Rahmit , 201 9 ). In increase performance employee, use technology information very important and means for level efficiency time employee in do his job. Study which done Alloush and Al-Hadad (202 2 ) found the results of a significant positive influence of information technology on employee performance shows that information technology support produces better and higher performance in finishing series work.

Another strategy chosen by the company to

improve employee performance is through job promotions. Employee work output can increase by being given the opportunity to earn money promotion to a higher position and in accordance with the operational procedure system. With job promotions, employees have hopes of opportunities for better positions with efforts to improve performance them ( Alies Riak et.al , 202 2 ).Job promotion is considered very important for every employee, because with promotions employees feel there is trust and recognition regarding their abilities and abilities the employee's ability to occupy a higher position. System job promotion which based loyalty and performance it works possible employee have passion work and deliver best ( Shkoles and Kimura, 2020 ). Study which conducted by Lee and Raschke (2016 ) found that there was an influence of job promotion on performance employees and have strong positive relationships. With promotion opportunities, employees will feel more appreciated, cared for, needed and recognized for their work abilities so they can create mark positive in environment work which result enhancement performance employee.

The PT Telkom Seluler company was founded in 1995 and has 347 service outlets, 236,000 base transmission service (BTS) units and 170 million customers. In collaboration with 575 roaming partners, the company's services can be used in 200 countries around the world. The company's vision is: to become a trusted provider of world-class mobile digital lifestyle services and solutions, and the company's mission is: to provide mobile digital services and solutions that exceed users' expectations. The motto of PT Telekomunikasi Seluler is: discover how we make a significant contribution to society by encouraging the use of digital technology to create a better future for Indonesia.

Human resource development program have held in various types. However, employee development through education and training is still not optimal and is still not optimal pay attention to management aspects, so that it can be described in terms of post-implementation

conditions education and training which so far still shows its weaknesses, namely measurements and criteria employee which follow education and training still not yet clear. Employee which follow education and training yet placed on position which it should be .

From the problems above, the implementation of education and training has still not met its targets (objects). Actually, ie concerning participation in education and training , for example position or task which carried. Objective every organization, good organization public nor private can achieved with good if employee can operate his duties in a way effective and efficient. Effectiveness and efficiency work can be obtained through employee development to improve their work abilities. Apart from that, the use of computerized information technology which is of course more modern is frequent time happen various constraint technical, matter this because lack of awareness employee for follow existing instructions through the implementation of education and training . Apart from that, there is an employee promotion system implemented by this company, it is hoped that employee performance will increase, so that quality service has also improved. The development of professional career paths that have been developed is still on going not enough notice demands and need profession.

### **Performance Employee**

According to Katsuthosi Fushimi (2022 ) employee performance is a result that has been achieved by somebody in operate tasks has given to her. Sahem Nawatleh (2020 ) interpret performance is something results from work achieved good individual or group in the something company according to authority and bear it answer given in reach vision, mission and objective company.

Based on opinion the, performance employee can interpreted as achievement work employee on that assignment has held good both in quality and quantity based on authority and not quite enough answer which given company to her.

### **Human Resource Development**

According to Greenan (2023 ) human resource development can be understood as a process enhancement ability and quality man. Rutledge and Al-Khabi (2023 ) explain that human resources development is an effort to improve abilities and skills individual employees to be able and ready to carry out different or higher responsibilities in in organization. Human resource development is process for increase ability human source in help achieved objective organization ( Hinrichs , 2023 ).

Based on opinion in on, can interpreted development source human power is effort improving a person's abilities both in terms of knowledge, skills and morals through procedure which systematic and organized so that employee can contribute optimal in in company.

### **Technology Information**

According to Yabanci (2023 ) information technology is a technology that is used for processing data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information, namely relevant, accurate and precise information time, where it is used for needs personal, business, and government and is strategic information for decision making. according to Adamu and Binti Mohammad (2023 ) information technology is a result human engineering of the process of conveying information from sender to recipient so that it is more fast, more wide distribution, more long the storage.

From the opinion above, it can be concluded that information technology is a technology that combines computing and functions in processing, storing and developing data to become information which quality and delivered in a way broad, fast, and appropriate.

### **Job Promotion**

According to Garba (2021 ) job promotion is change position or position work from lower level to higher level. Meanwhile, Otto (2021 ) define promotion position is displacement

enlarge authority and not quite enough answer to more tall in in something organization followed with obligations, rights, status, and greater income. Job promotion is also interpreted as a reward for success employees show high work performance in carrying out the tasks delegated by them.

From these definitions it can be concluded that promotion is a transfer position a employee which based on its performance which good to position which more good with not quite enough answer and authority which more big from previously.

## **MATERIALS AND METHOD**

### **Design Study**

Study this approach uses quantitative. The primary data for this research is in the form of opinions respondents in questionnaire and interview. Writer choose use method quantitative for know the quantity influence and significance between variables Human Resource Development , Information Technology and Job Promotion for Employee Performance of the information and technology division of PT Telkom Seluler .

### **Variable Study**

Employee performance is the dependent variable and the independent variable is human resource development, technology information and job promotion.

### **Population and Sampling**

The population of this research is all employees who work in the technology and information division of PT Telkom Seluler . In this research uses saturated sampling (method census) that is with take whole population made sample, with total 52 respondents.

### **Technique Collection Data**

Data collection techniques used in this research is an interview, questionnaire and studies literature.

### **Technique Analysis Data**

This research is based analysis of regression test data multiple linear, instrument test, assumption test classic and test hypothesis

## **RESULTS**

### **Test Normality**

**Table 1.**

**Normality Test Results**

Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Limit t	Information
0.688	0.732	0.05	Normal

Kolmogrov-Smirnov test above, it shows that the significance value for regression model is greater than 0.05. This shows that the regression equation for the inner model study this own distribution data which normal.

### **Test Multicollinearity**

**Table 2.**

**Results Multicollinearity Test**

Model	Collinearity Statistics Tolerance	VIF	Information
Development HR	0.972	1,029	Free Multicollinearity
Information Technology	0.961	1,041	Free Multicollinearity
Promotion Position	0.976	1,024	Free Multicollinearity

From table on can is known that all variable free have mark tolerance  $> 0.1$  And mark VIF  $< 10$ , so that No happen symptom multicollinearity.

### Test Heteroscedasticity

**Table 3.**

<b>Results Test Heteroscedasticity</b>		
Variable	<i>Sig.</i> (P value)	Conclusion
Development HR	0.058	No happen heteroscedasticity
Information Technology	0.299	No happen heteroscedasticity
Promotion Position	0.237	No happen heteroscedasticity

Based on the results shown in the table above, it can be seen that all variables are independent own mark Sig. more big from 0.05 so that can concluded that all variable free the No there is problem heteroscedasticity.

### Test Regression Linear Multiple

**Table 4.**

<b>Analysis Regression Linear Multiple</b>		
Variable	<i>Unstandardized Coefficients</i>	
	<i>Std. Error</i>	
( Constant )	2,580	4,277
Development HR	0.498	0.151
Technology Information	0.300	0.104
Promotion Position	0.224	0.079

Based on results in on can formulated model regression linear multiple in study this is:

$$Y = 2,580 + 0.498X_1 + 0.300X_2 + 0.224X_3 + e$$

Where: the constant value ( $\alpha$ ) is 2.580, which means that the resource development variable human, information technology, and job promotion value is 0 (zero), then the performance variable employee is at on number 2,580.

Coefficient variable human resource development ( $\beta_1$ ) from calculation regression linear multiple coefficients value ( $\beta$ ) = 0.498. This shows that the variable human resource development associate positive to performance employees in the information and technology division of PT Telkom Seluler .

Coefficient variable technology information ( $\beta_2$ ) from calculation regression linear multiple mark coefficients ( $\beta$ ) = 0.300. This shows that information technology has a positive association with performance employees in the technology and information division of PT Telkom Seluler .

The coefficient of the job promotion variable ( $\beta_3$ ) from the multiple linear regression calculation of the *coefficients value* ( $\beta$ ) = 0.224. Matter this show if job promotion associate positive to performance employees of the technology and information division of PT Telkom Seluler.

From the results of the multiple linear regression analysis above, it can be seen that the development variable human resource have influence most dominant to performance employee, because the regression coefficient have mark the biggest between variable other that is, as big as 0.498.

**Test Simultaneous (F)****Table 5.**

Test results F			
<i>Model</i>	<i>F</i>	<i>Sig.</i>	<i>Information</i>
Regression	10,536	,000 <sup>b</sup>	H <sub>0</sub> rejected, H <sub>a</sub> accepted
Residual			
Total			

Based on results output table above is known that mark  $F_{count}$  as big as 10,536 whereas  $F_{table}$  as big as 2,859 and significance  $0,000 < 0.05$  so  $H_0$  rejected. And can concluded  $H_a$  accepted, that it means there is influence simultaneous between variable human resource development ( $X_1$ ), information technology ( $X_2$ ), and job promotion ( $X_3$ ) to performance employee (Y).

**Test Partial (t)****Table 6.**

Test results t			
<i>Model</i>	<i>t</i>	<i>t<sub>table</sub></i>	<i>Sig.</i>
Development HR	3,286	2,028	0.002
Technology information	2,879	2,028	0.007
Job promotion	2,832	2,028	0.008

Based on table on can explained as following:

The human resource development variable shows  $t_{count} > t_{table}$  ( $3.286 > 2.028$ ) and the significance value ( $0.002 < 0.05$ ), then  $H_0$  is rejected. It can be concluded that the human resource development variable ( $X_1$ ) in a way partial influential positive and significant to performance employee (Y).

On variable information technology show  $t_{count} > t_{table}$  ( $2,879 > 2,028$ ) and mark significance ( $0.007 < 0.05$ ), then  $H_0$  is rejected. It can be concluded that the information technology variable ( $X_2$ ) is partial influential positive and significant to performance employee (Y).

The job promotion variable shows  $t_{count} > t_{table}$  ( $2.832 > 2.028$ ) and significance value ( $0.008 < 0.05$ ), so  $H_0$  rejected. Can concluded that variable job promotion ( $X_3$ ) in a way partial influential positive and significant to performance employee (Y).

**Coefficient Determination ( $R^2$ )****Table 7.**

Results Coefficient Determination		
<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>
0.684 <sup>a</sup>	0.468	0.423

Based on regression testing, it can be seen that the coefficient of determination ( $R^2$ ) is obtained of 0.423. This means that 42.3% of the variation in employee performance variables can be explained by variables human resource development, information technology, and job

promotion, while the rest 57.7% is explained by other variables not proposed in this research. For example, discipline, environment work, culture organization, experience and etc.

Influence Human Resource Development ( $X$ ), to wards Employee Performance Work (Y)



Based on the SPSS version 21 calculation results, it is known that  $t_{\text{count}} > t_{\text{table}}$  ( $3.286 > (2.028)$ ) with a significance value of  $(0.002) < (0.05)$  means that  $H_0$  is rejected and  $H_a$  is accepted, so partial human resource development positive influence and significant to employees performance of the technology and information division of PT Telkom Seluler .

So hypothesis 1 in this research states that "It is suspected that human resource development have a proven effect on the performance of employees in the information technology division of PT Telkom Seluler . This is supported by research Nakajubi et al.,(2022).

Influence Technology Information ( X ) to wards Employee Performance Work ( Y )

Based on the SPSS version 21 calculation results, it is known that  $t_{\text{count}} > t_{\text{table}}$  ( $2.879 > (2.028)$ ) with a significance value of  $(0.007) < (0.05)$  means that  $H_0$  is rejected and  $H_a$  is accepted, so partial information technology has a positive and significant effect on the performance of PT Telkom Seluler's information technology division employees .

So hypothesis 2 in this research states that "It is suspected that information technology proven effect on the employee performance of PT Telkom Seluler's information technology division employees the truth matter this supported by study Mitic et al.,(2021).

Influence Job Promotion ( X ) to wards Employee Performance Work ( Y )

Based on the SPSS version 21 calculation results, it is known that  $t_{\text{count}} > t_{\text{table}}$  ( $2.832 > (2.028)$ ) with a significance value of  $(0.008) < (0.05)$  means that  $H_0$  is rejected and  $H_a$  is accepted, so job promotion has a positive and significant effect on employee performance in the information technology division of PT Telkom Seluler .

So hypothesis 3 in this research states that "Job promotion is suspected proven effect on the employee performance of PT Telkom Seluler's information technology division employees the truth. This is supported by research Duru et al.,(2023).

## CONCLUSION

Based on results study which has done and analysis which obtained so with drawn conclusion among them as following:

Human resource development influential positive and significant to performance employees in the information technology division of PT Telkom Seluler ;

Information technology influential positive and significant to performance employees in the information technology division of PT Telkom Seluler ; and

Job promotion influential positive and significant to performance employees in the information technology division of PT Telkom Seluler .

## REFERENCES

1. Adamu, Muhammad., Binti Mohammad Abdu Shaker, Mahani. (2023). Graduate Employability and Skill gap: relationship of vocational training and machinery equipment in an effective new business start-up. International Journal of Human Resources Development and Management .vol.23 No 2.DOI:10.1504/IJHRDM.2023.131633.p.115-126
2. Alies Riak, Gabriel, Bill Ayuel, Dut Bol (2022). The Role of Employee Motivation. Journal of Social Science and Homanities Research. Vol.8 No.11. DOI:https://doi.org/10.53555/jsshr.v8i11.5388
3. Alloush, Farah., Al-Hadad, Shatig. (2022)." The impact of entrepreneurial competencies on firms ". International Journal of Business Performance. Inderscience Enterprises Ltd,vol.23(4).p 399-421
4. Ato Forson, Josep, Ofosu-Dwamena, Eric, Afrakomah Opaku, Rosemary, & Evergreen Adjavon, Samuel. (2021). Employee motivation and job performance : a study of basic school teachers in Ghana. Springer Open Future Business Journal 7, Article

number : 30(2021)

5. Bailey, Catherine, Yeoman, Ruth, Kerridge, Gary (2018). A review of the empirical literature on meaningful work: Progress and research agenda. Sage Journals. vol 18. <https://doi.org/10.1177/1534484318804635>
6. Bashir, Aided, Amir, Abeera, Jawad, Mehwis, & Hasan, Tania (2020). Work conditions on job performance: An indirect conditional effect of motivation. Cogent Business&Management. Vol 7. <https://doi.org/10.1080/23311975.2020.1801961>
7. Boxall, P., and Purcell, J. (2016). Strategy and Human Resource Management, London: Palgrave McMillian
8. Ciobanu, A., Androniceaw, A., & Lazaroiu, G. (2019). An integrated psycho-sociological perspective on public employees motivation and performance. Frontiers in Psychology, 10,36. <https://doi.org/10.3389/fpsyg.2019.00036>
9. Davidescu, Adriana Ana Maria, Apostu, Simona-Andreea, Paul, Andrea, And Casuneanu, Ionut. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees-Implications for Sustainable Human Resource Management. Sustainability Journal. [www.mdpi.com/Journal/Sustainability](http://www.mdpi.com/Journal/Sustainability).doi: 10.3390/su 12156086
10. Do, Thanh Tung, Mai, Ngoc Khuong. (2023). Complexity leadership and high-performance organizations. International Journal of Business Performance Management. Inderscience Enterprises Ltd,vol.23(4),p 39-421
11. Duru,Innocent Uchechukwu.,Eze,Millicent Adanne.,Yusuf,Abubakar.,Danjuma,Iyazi.,Saleh,Abubakar Sadiq.(2023).Relationship between promotion and employees' performance:Evidence from the university of Abuja.Asian Themes in Social Sciences Research.Vol.7,NO.1,pp.1-9.DOI:10.33094/atssr.v7i1.69
12. Els, Renier, C., Meyer, Helen. (2023). The role of career development in ensuring effective quality management of training. SA Journal of Human Resource Management. <http://www.sajhrm.co.za>,pp.1-9
13. Garba, Fodio., Idris, Saidu. (2021). Effect of Promotion on Job Satisfaction: A Study of Tertiary Institutions in Sokoto State Nigeria. International Journal of Management Studies and Social Science Research .vol.3.[www.ijmsssr.org](http://www.ijmsssr.org)
14. Greenan, Pete. (2023). The impact of implementation intentions on the transfer of training from a management development program. Human Resource Development International .Volome 26,2023-issue 5,p.577-602.<https://doi.org/10.1080/13678868.2023.2174976>
15. Hiba, Juan Carlos, Jentsch, Marina, Zink, Klaus J. (2021). Globalization and working conditions in international supply chains. Springer Link. Z.Arb.wiss(2021)75:146-154.<https://doi.org/10.1007/s41449.021.00258.7>
16. Hinrichs T.Andrew.(2023).Off the-job embeddedness and work-related stress: The moderating effects of employee boundary management strategy. International Journal of Human Resources Development and Management .vol.23 No.1.DOI:10.1504/IJHRDM.2023.129323.p. 1-19
17. Katsuthosi, Fushimi. (2022). Limits of the concepts of organizational learning and learning organization for government-owned international development agencies. International Journal of Public Sector Management. Vol 9.No.3. <https://doi.org/10.1504/IJPSDM.2022.121961>
18. Knigh, Carolina., Parker K. Sharon. (2019). How work redesign interventions affect performance: An evidence-based model from a systematic review. Sage Journals. Vol



74.  
<https://doi.org/10.1177/0018726719865604>
19. Lee, Michael, T., Raschke, Robyn. (2016). Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach. *ELSEVIER Journal of Innovation&Knowledge* , Vol.1.Issue 3.,pp,162-169.DOI:10.1016/j.jik.2016.01.004
20. Lixiyuan, Yuan Li,Liu, Yujing.(2021).How does high-performance work system prompt job crafting through autonomous motivation: the moderating role of initiative climate. *National Library of Medicine*. doi:10.3390/ijerph 18020384
21. Ludwikowska, Kamila. (2022). Employee-oriented human resource policy as a factor shaping the influence of servant leadership on job performance. *International Journal of Productivity and Performance Management*.  
<https://www.emerald.com/insight/174-0401.htm>
22. Mitic,Sinisa.,Popovic,Jovanca.,Postin,Jasmin a.,Cilerdzic,Vesna.,Szabo,Laszlo.(2021).Information Technology as an Indicator of The Level of Organizational Performance.*Journal of Engineering Management and Competitiveness*.Vol.11,NO.1,2021,pp29-41
23. Nakajubi,Shamusi.,Nturanabo,Twesigeye.,John O.Watula.(2022).Effect of Human Resource Development on Employee Performance in the Ministry of Public Service,Uganda.*International Journal of Academic and Applied Research*.Vol.6 Issue 5-2022,p:33-46
24. Otto, Siegmás., Dekker, Vincent., Dekker, Hannah., Richter, David., Zabel, Sarah. (2021). The joy of gratifications: Promotion as a short-term boost or long-term success-The same for women and men? *Human Resource Management Journal* .Vol 1.31,Issue 1. <https://doi.org/10.1111/1748-8583.12402>
25. Rahmit, Ketan, S. (2019). The impact of job description and career prospects on job satisfaction: A quantitative study in Mauritius. *SA Journal of Human Resource Management* , vol.17(2019).  
<https://doi.org/10.4102/sajhrm.v17io.1092>
26. Rutledge J. Emillie., Al-Kaabi, Khaled. (2023).” Private Sector “Emirattisation : Social Stigma's impact on continuance intentions. *Human Resource Development International* .vol 26,2023. Issue 5. <https://doi.org/10.1080/13678868.2023.2182097>
27. Sahem, Nawatleh. (2020). The implementation of e-government and the trust of citizens in public sector performance: the mediating role of service quality. *International Journal of Public Sector Performance Management* .Vol.6,No.1,pp 17-35.<https://doi.org/10.1504/IJPSPM.2020.105086>
28. Shkoles, Or., Kimura, Takuma. (2020). How does work motivation impact employees' investment at work their job engagement? A moderated-moderated perspective through an international lens. *Frontiers in Psychology* ,vol 11-2020/<https://doi.org/10.3389/fpsyg.2020.00038>
29. Thaller, Johannes., Duiler, Christine., Feldbauer-Durstmüller., Gartner, Bernhard. (2023). Career development in management accounting: empirical evidence. *Journal of Applied Accounting Research*, Emerald Publishing Limited. DOI.10.1108/JAAR-03-2022-0062.<https://www.emerald.com/insight/0967.5426.htm>
30. Vendramin, Patricia., Parent-Thirion Agnes. (2019). Redefining Working Conditions in Europe. *Open Edition Journals International Development Policy* .  
<https://doi.org/10.4000/Poldev.3116>
31. Vo, Thui Thidiem., Tulino Kristine,

Velasquez,. and Chen, Chung-Wen. (2022).  
Work motivation: The roles of individual  
needs and social conditions. National  
Library of Medicine. doi:10.3390/bs  
12020049

32. Yabanci, Orhan. (2023). Advanced  
technology in modern SMEs: the intelligent  
HRM perspective. International Journal of  
Human Resources Development and  
Management .vol.23  
No.2.DOI:10.1502/IJHRDM.2023.131635,p.  
127-138