



The Effect of Work Experience and Job Promotion on Employee Performance at PT Leetex Garment Indonesia, Majalengka Regency

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Human resources are an important factor in an organization or company. The higher the employee's ability, the higher the organizational performance. Conversely, the lower the employee's ability, the lower the organizational performance. In order for management activities to run well, employees need to have sophisticated equipment. The purpose of this research is to obtain the data and information needed to process, analyze and interpret work experience and job promotion issues that can influence employee performance. The object of this research is the employees of PT. Leetex Garment Indonesia Majalengka Regency. The research method used is descriptive and verification methods. The sample in this study was 99 respondents using the Slovin formula. Data collection techniques are by using questionnaires, interviews and observation. Data instrument testing is carried out by means of validity testing, reliability testing, data normality testing, correlation coefficient analysis, regression coefficient analysis, determination coefficient analysis, and hypothesis testing. The results of this research state that: (1) work experience at PT. Leetex Garment Indonesia in Majalengka Regency has reached more than 60% proven, namely 73% or $t_{count} > t_{table}$ ($76,786 > 1,661$). (2) promotion at PT. Leetex Garment Indonesia Majalengka Regency has reached more than 60% proven, namely 76% or $t_{count} > t_{table}$ ($82,739 > 1,661$). (3) employee performance at PT. Leetex Garment Indonesia Majalengka Regency has reached more than 60% proven, namely 76% or $t_{count} > t_{table}$ ($102,637 > 1,661$). Work experience has a positive and significant effect on employee performance at PT. Leetex Garment Indonesia Majalengka Regency, because $t_{count} > t_{table}$ ($2,649 > 1,660$). Job promotions have a positive and significant effect on employee performance at PT. Leetex Garment Indonesia Majalengka Regency, because $t_{count} > t_{table}$ ($7,161 > 1,660$). From the research results, it can be concluded that discipline influences employee work performance, this is proven by the calculation results of the t_{count} value being greater than t_{table} . The amount of work experience and promotions on employee performance at PT. Leetex Garment Indonesia, Majalengka Regency, was 46.6% while the remaining 53.4% was influenced by other factors not researched by the author.

Keywords: Employee Performance, Position Promotion, Work Experience

Sumber daya manusia merupakan faktor penting dalam suatu organisasi maupun perusahaan. Semakin tinggi kemampuan karyawan semakin tinggi pula kinerja organisasi. Sebaliknya semakin rendah kemampuan karyawan, maka semakin rendah pula kinerja organisasi. Agar aktifitas manajemen berjalan baik, karyawan meski peralatan yang dimiliki organisasi begitu canggihnya. Maksud dari penelitian ini adalah untuk memperoleh data dan informasi yang diperlukan guna diolah, dianalisis, dan diinterpretasikan tentang masalah pengalaman kerja dan promosi jabatan yang dapat mempengaruhi kinerja karyawan. Objek penelitian ini adalah karyawan PT. Leetex Garment Indonesia Kabupaten Majalengka. Metode penelitian yang digunakan adalah metode deskriptif dan verifikatif. Sampel pada penelitian ini sebanyak 99 orang responden dengan menggunakan rumus slovin. Teknik pengumpulan data yaitu dengan menggunakan kuesioner, wawancara dan observasi. Pengujian instrumen data dilakukan dengan cara uji validitas, uji reliabilitas, uji normalitas data, analisis koefisien korelasi, analisis koefisien regresi, analisis koefisien determinasi, dan pengujian hipotesis. Hasil penelitian ini menyatakan bahwa : (1) pengalaman kerja pada PT. Leetex Garment Indonesia di Kabupaten Majalengka sudah mencapai lebih dari 60% adalah terbukti, yaitu 73% atau $t_{hitung} > t_{tabel}$ ($76,786 > 1,661$). (2) promosi jabatan pada PT. Leetex Garment Indonesia Kabupaten Majalengka sudah mencapai lebih dari 60% adalah terbukti, yaitu 76% atau $t_{hitung} > t_{tabel}$ ($82,739 > 1,661$). (3) kinerja karyawan pada PT. Leetex Garment Indonesia Kabupaten Majalengka sudah mencapai lebih dari 60% adalah terbukti, yaitu 76% atau $t_{hitung} > t_{tabel}$ ($102,637 > 1,661$). Pengalaman kerja berpengaruh secara positif dan signifikan terhadap kinerja karyawan pada PT. Leetex Garment Indonesia Kabupaten Majalengka, karena $t_{hitung} > t_{tabel}$ ($2,649 > 1,660$). Promosi jabatan berpengaruh secara positif dan signifikan terhadap kinerja karyawan pada PT. Leetex Garment Indonesia Kabupaten Majalengka, karena $t_{hitung} > t_{tabel}$ ($7,161 > 1,660$). Dari hasil penelitian maka dapat disimpulkan disiplin berpengaruh terhadap prestasi kerja karyawan hal ini dibuktikan dari hasil perhitungan nilai t_{hitung} lebih besar dari t_{tabel} . Besarnya pengalaman kerja dan promosi jabatan terhadap kinerja karyawan pada PT. Leetex Garment Indonesia Kabupaten Majalengka, adalah sebesar 46,6% sedangkan sisanya 53,4% dipengaruhi oleh faktor lain yang tidak diteliti oleh penulis.

Kata Kunci: Kinerja Karyawan, Pengalaman Kerja, Promosi Jabatan

INTRODUCTION

Human resources are an important factor in an organization or company. The reason is because human resource management is fully responsible for the management of all workers in the company. The operation of a company is greatly influenced by human resources itself. That is why maintenance requires special attention to human resources. Modern companies today prioritize the maintenance of resources owned by the implementation of human resource management work programs. Efforts to maintain these human resources will return to the loyalty of each employee, work performance and competence related to job promotions that may be obtained by an employee.

The higher the employee's ability, the higher the organization's performance. Conversely, the lower the employee's ability, the lower the organization's performance. In order for management activities to run well, employees even though the equipment owned by the organization is so sophisticated. The focus of human resource management studies is the problem of labor which is arranged in the order of its functions, so that it is effective and efficient in realizing the goals of the organization, employees and the community. The demands of organizations to obtain, develop, and maintain quality resources are increasingly urgent in accordance with the dynamics of the environment and technology that are always changing. Human resource strategies also concern issues of work experience and job promotions.

According to Schuler, Dowling, Smart and Huber (in Irianto, 2001) defines Human Resource Management/HRM as the recognition of the importance of an organization's workforce as a very important human resource in contributing to organizational goals, and the use of several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations and society.

Work experience is a process of learning and increasing the development of good behavioral potential from good behavior from formal and non-formal education or can be interpreted as a process that brings someone to a higher behavioral pattern. Learning also includes relatively precise changes in behavior resulting from experience, understanding and practice (Knoers & Haditono, 2009 in Santoso, 2020).

According to Manulang (2011:15) Work experience is "the process of forming or skills about a work method because of the employee's involvement in carrying out work tasks". The level of mastery of knowledge and skills of a person in his work which can be measured from the length of service and from the level of knowledge and skills he has.

Promotion occurs when an employee is transferred from one job to another job that is high in pay, responsibility and level (Veithzal Rivai, 2009:29) promotion will provide social status, authority, responsibility, and greater income for employees. Promotion must provide information about the principles, basics, types, and requirements of employees who will be promoted in the company concerned. Promotion programs must be openly informed about the principles, basics, types, requirements, and methods of employee assessment that will be carried out in the company.

The term work performance is often heard or is very important for a company or organization to achieve its goals. In the context of human resource development, the work performance of an employee in a company is very much needed to achieve work performance for the employee himself or the group for the success of the company. If the employee has good work performance, management often increases wages and salaries with an equivalent addition. This is sometimes called incentives, commissions, bonuses, and work result plans, all of which are intended to motivate employees to improve their performance. Management can also determine the workload or output standards even though no monetary incentives are given. Workload standards and incentives for factory production work are easily adjusted. Typically, the work is very repetitive, has a short work cycle, and produces clear and measurable output.

According to Mangkunegara (2017:67) "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." According to Fahmi (2017:188) "Performance is the result of a process that refers to and is measured over a certain period of time based on previously determined provisions or agreements."

Humans always think actively in an organization because humans become planners, actors, and determinants of the realization of organizational goals. Goals cannot be realized without the active role of Experience (Adamy, 2016). So what is important to note in this relationship is a person's ability to learn from their experiences. With this, a study was conducted on "The Effect of Work Experience and Job Promotion on Employee Performance at PT. Leetex Garment Indonesia, Majalengka Regency".

The formulation of the problem that the author took based on the identification of the problems above, which include how much influence work experience, job promotion, motivation and work experience have on the performance of employees of PT. Leetex Garment Indonesia, Majalengka Regency. The organization must have competent and highly capable employees to manage the organization optimally so that employee performance increases.

The framework of thought explains the structure of the relationship between independent variables or sub-variables with dependent variables or sub-variables. In this study, the independent variables are work experience and job promotion, while the dependent variable is employee performance.

Work experience provides an opportunity for employees to gain new skills while honing existing employee skills in the hope that employees can carry out their duties well. Work experience can provide and add deeper knowledge and skills to employees so that they can be used in their work well. A successful job promotion is an employee who has a persistent attitude in carrying out all forms of work given to that person, obeys and complies with applicable regulations, both written and unwritten and is able to carry them out so that each employee creates good performance. Human resources are the science and art of regulating the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees and society. Humans always play an active and dominant role in every organizational activity, because humans become planners, actors, and determinants of the realization of organizational goals.

RESEARCH FRAMEWORK

Based on previous theories and research, a research framework was created as follows:

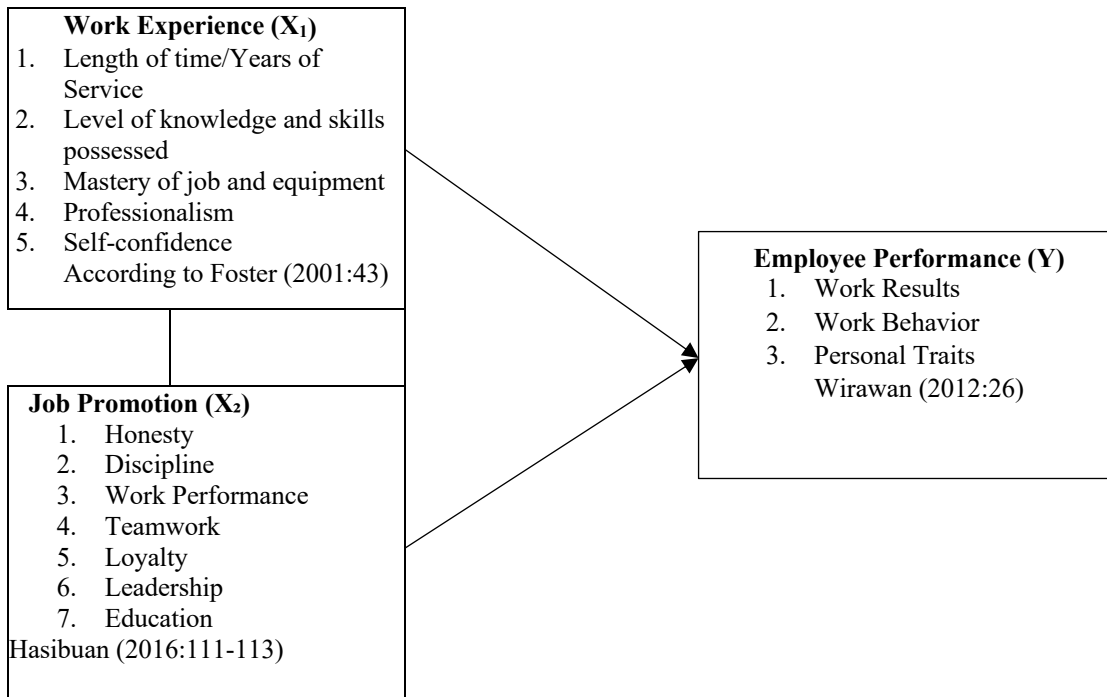


Figure 1
Research Framework

RESEARCH METHODS

The type of research used is a descriptive and verification approach with a quantitative approach. Population is the object being studied. In this study, the population is the employees of PT. Leetex Garment Indonesia, Majalengka Regency, totaling 99 employees. Sampling in this study used simple random sampling. According to Sugiyono (2013:118) simple random sampling is as follows: "simple random sampling is taking sample members from a population randomly without considering the strata in the population." The data measurement technique in this study was carried out using the Likert scale range. The Likert scale used in this study is an ordinal scale containing five levels of answer preferences. The Likert scale is said to be ordinal because the statement Strongly Agree has a "higher" level or preference than Agree, and Agree "higher than Quite Agree and Quite Agree "higher than Disagree and Disagree "higher than Strongly Disagree.

RESULTS

Data Analysis

Validity test of Work Experience (X₁), Job Promotion (X₂), Employee Performance (Y) variables in each questionnaire statement shows valid data because all items have rcount value > rtable (0.1975). The reliability test shows that variable X₁ regarding Work Experience with Cronbach alpha of 0.672 is greater than the required 0.60 min cronbach alpha, so it can be said to be reliable. Variable X₂ regarding Job Promotion with Cronbach alpha of 0.683 is greater than the required 0.60 min cronbach alpha, so it can be said to be reliable. Variable Y regarding Employee Performance with Cronbach alpha of 0.647 is greater than the required 0.60 min cronbach alpha, so it can be said to be reliable. So it can be concluded that all reliability tests are declared reliable.

Normality Test

Table 1.
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		99
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,91409625
Most Extreme Differences	Absolute	,075
	Positive	,035
	Negative	-,075
Test Statistic		,075
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

(Source: SPSS 21 output, self-processed data, 2024)

Normality test using the One Sample Kolmogorov-Smirnov Test, data is said to be normally distributed if the Asymp. Sig value in the test is > 0.05, while the value of Asymp. Sig Work Experience and Job Promotion on Employee Performance is 0.200, so we can accept the null hypothesis. This means that the residual model is normally distributed. This shows that all independent variables have normal values, the measurement results of all independent variables show the distribution of variable value frequencies according to the rules of the normal curve.

Multiple Linear Regression Test

Table 2.
Multiple Regression Test Results

Coefficients^a						
Model				Standardized Coefficients	T	Sig.
		Beta				
1	(Constant)	10,203	1,904		5.358	0.000
	EXPERIEN CE WORK	0.235	0.089	0.213	2,649	0.009
	OSI JOB PROM AN	0.474	0.066	0.575	7.161	0.000

(Source: SPSS 21 output, self-processed data, 2024)

From the results of these calculations, the equation that can be written is $Y = 10.203 + 0.235 x_1 + 0.474 x_2$. From the regression equation, the value of a (constant) is 10.203, which indicates that if the Work Experience and Job Promotion values are zero, then the Employee Performance value is 10.203 and if the regression coefficient value of the Work Experience variable shows a figure of 0.235 and this indicates that every 1% increase in Work Experience and Job Promotion values 0, then it will be followed by an increase in Employee Performance value of 0.474. If the Job Promotion coefficient value is 0.474, then this indicates that every 1% increase in Job Promotion and Work Experience values 0 will be followed by visitor satisfaction of 0.474.

Coefficient of Determination Test

The coefficient of determination is interpreted as how much the ability of the independent variable influences the dependent variable. In this case, to find out the magnitude of the contribution of the influence given by Work Experience (X1), Job Promotion (X2) on Employee Performance (Y).

Table 3.
Results of the Determination Coefficient Test (R2)
Work Experience and Job Promotion on Employee Performance

$KD = R^2 \times 100\%$ $KD = 0.6832 \times$ $100\% \text{ KD} = 46.6 \%$

Source: Research Data (Processed 2024)

Based on table 3. above from the results of the determination coefficient, it can be seen that the value of R = 0.683 to determine the magnitude of variation in employee performance can be seen from the R square value obtained of 0.683. This means that the variation in employee performance is influenced by work experience and job promotion, the determination coefficient is 46.6% and the remaining 53.4% is influenced by other factors not included in this study.

Hypothesis Testing

T-test

Table 4.
T-Test Results

Coefficientsa						
Model				Standardized	t	Sig.
				Coefficients		
				Beta		
1	(Constant)	10,203	1,904		5.358	0.000
	WORK EXPERIEN CE	0.235	0.089	0.213	2,649	0.009
	OSI JOB PROM AN	0.474	0.066	0.575	7.161	0.000

(Source: SPSS 21 output, self-processed data, 2024)

From the calculation results above, it can be concluded:

- 1) The calculated t value (2.649) > (1.660) t table means that there is a positive and significant influence of work experience on employee performance.
- 2) The calculated t value (7.161) > (1.660) t table means that there is a positive and significant influence of job promotion on employee performance.

F Test

Table 5.
F Test Results

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	313,860	2	156,930	41,959	.000 ^b
	Residual	359,049	96	3,740		
	Total	672,909	98			

(Source: SPSS 21 output, self-processed data, 2023)

From the calculation results above, it can be concluded:

- 1) H1: $b_1 = b_2 > 0$; work experience and job promotion have a positive and significant effect on employee performance.
- 2) The decision-making criteria are that H1 is accepted because the F-count value (41.959) > F-table (3.09) where work experience and job promotion have a positive and significant effect on employee performance.

DISCUSSION

1. Work experience

Research Results of respondents' responses to work experience variables. Based on the respondents' responses that have the lowest value of 343 about doing work faster in responding to danger signs in the work, while the indicator that has the highest score about work experience at PT. Leetex Garment Indonesia Majalengka Regency always works calmly in facing problems with a value of 392.

Based on the average score of the respondents' answers obtained, it was 73%, so

The work experience variable according to respondents' responses is already in the "Good" criteria.

2. Job Promotion

Research Results of respondents' responses to job promotion variables. Based on respondents' responses with the lowest score of 359 about self-discipline and tasks given by the company and being able to work together harmoniously with fellow employees, while the indicator with the highest score about being able to foster and motivate subordinates to work together and work effectively is 414.

Based on the average score of the respondents' answers obtained, it was 76%, so

The job promotion variable according to respondents' responses is already in the "Good" criteria.

3. Employee performance

Research Results of respondents' responses to employee performance variables. Based on respondents' responses with the lowest score of 357 about having adequate work skills regarding the work I do, while the indicator with the highest score about being able to do work professionally in accordance with company regulations is 403.

Based on the average score of the respondents' answers obtained, it was 77%, so

Employee performance variables according to respondents' responses are already in the "Good" criteria.

4. The Influence of Work Experience on Employee Performance

The results of the study obtained a Pearson correlation value of 0.371 indicating a low relationship between work experience and employee performance. Then work experience has an influence on employee performance of 13.76%. Finally, the t-count value (2.649) > (1.660) t-table means that there is a positive and significant influence of work experience on employee performance at PT. Leetex Garment Indonesia, Majalengka Regency.

5. The Influence of Job Promotion on Employee Performance

The results of the study obtained a Pearson correlation value of 0.654 indicating a strong relationship between job promotion and employee performance. Then quality has an influence on consumer satisfaction, which is 42.77%. Finally, the t-count value (7.161) > (1.660) t-table means that there is a positive and significant influence of job promotion on employee performance at PT. Leetex Garment Indonesia, Majalengka Regency.

6. The Influence of Work Experience and Job Promotion on Employee Performance

The results of the study obtained a Pearson correlation value of 0.426 indicating a very moderate relationship between work experience and job promotion on employee performance. Then work experience and job promotion have an influence on employee performance of 18.14%. Finally, for simultaneous F, the decision-making criteria are H1 accepted because F count (41.959) > F table (3.09).

CONCLUSION

1. From the results of the study on work experience and job promotion on employee performance at PT. Leetex Garment Indonesia, Majalengka Regency, researchers were able to find out several things that were in accordance with the objectives of the research conducted, including:
2. The results of the study on work experience based on the average score of respondents' answers obtained were 73%, so the work experience variable according to respondents' responses was in the "Good" criteria.
3. The results of the study on job promotions based on the average score of respondents' answers obtained were 76%, so job promotions according to respondents' responses were in the "Good" criteria.
4. The results of the study on employee performance based on the average score of respondents' answers obtained were 77%, so the employee performance variable according to respondents' responses was in the "Good" criteria.
5. The results of the study show a very good relationship between work experience and employee performance. Then work experience has a positive and significant influence on employee performance at PT. Leetex Garment Indonesia, Majalengka Regency.
6. The results of the study show a good relationship between job promotion and employee performance. Then job promotion has a positive and significant influence on employee performance at PT. Leetex Garment Indonesia, Majalengka Regency.
7. The results of the study obtained a simultaneous F correlation between work experience and job promotion on employee performance that has a moderate relationship. Then work experience and job promotion simultaneously have a moderate influence on employee performance.

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