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ANALYSIS OF THE IMPACT OF TRAINING AND EMPLOYEE PROMOTION ON EMPLOYEE PRODUCTIVITY WITH MOTIVATION AS A MEDIATOR AT RELIANCE INSURANCE INDONESIA

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ABSTRAK

The insurance industry is essential to a country's economy, offering risk management and financial protection for individuals and businesses. Maintaining service quality and competitiveness requires high-quality human resources (HR). Key challenges in HR include recruiting, training, and retaining skilled employees. Reliance Insurance Indonesia relies on knowledgeable, skilled, and motivated employees for the company's sustainability and growth. Factors such as training, professional education, awards, and promotions are essential to maintain employee relevance and motivation. Industry-related seminars, professional education, and certifications improve employees' abilities and confidence, as well as enhance customer trust and company reputation. Recognizing employees' contributions through international travel, bonuses, and salary increases further motivates them. Performance-based promotions encourage professional growth and advancement. This study examines the impact of training and promotion sessions on employee productivity, with motivation as a mediating factor, at Reliance Insurance Indonesia. Located in Reliance Insurance Indonesia with a total of 100 (one hundred) people, all members of the population are also sampled, so this study is a census study. The results of the analysis show that all indicators used in this study are valid and reliable. This study uses a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) using SmartPLS 3.3 software. This study provides evidence of a positive and significant influence.
Keywords: *Training, Promotion, Motivation, Productivity*

INTRODUCTION

The insurance industry is a vital sector within the economy, relying on the quality of Human Resources (HR) to provide financial services and risk management. In an increasingly competitive market, insurance companies must focus on HR management, including recruitment, training, and employee retention. Skilled and qualified employees are valuable assets in meeting customer needs and maintaining competitiveness. Asuransi Reliance Indonesia, as part of this industry, heavily relies on HR with high levels of knowledge, skills, and motivation. The company needs to pay attention to factors such as training, professional education, certification, and rewards to enhance employee performance and satisfaction. Training and seminars help update employee skills, while professional certification improves service quality and the company's reputation.

Recognition through bonuses, promotions, and international experiences also plays a crucial role in motivating and supporting employee career development.

This study aims to analyze the impact of training and promotion on employee productivity with motivation as a mediating factor at Asuransi Reliance Indonesia. Based on this background, a study was conducted with the title " Analysis Of The Impact Of Training And Employee Promotion On Employee Productivity With Motivation As A Mediator At Reliance Insurance Indonesia”

Training often refers to the process of acquiring specific and useful knowledge and skills related to particular competencies. It is a part of human resource management involving the provision of planned instructional activities, such as training on operational procedures or job-relevant skills. Employee training is crucial and should be continuous as it helps the company maintain skilled employees who can perform their tasks effectively, aligning with the company’s objectives (Holy et al., 2023),

Training is a process aimed at enhancing employees' knowledge and skills in performing specific work activities. Bariqi (Bariqi, 2020) defines training as a process to improve employees' knowledge and skills. Meanwhile, Wahyuningsih (Wahyuningsih, 2019) describes training as an effort to increase an employee's knowledge and skills for executing specific work activities. From these definitions, it can be concluded that training is a process designed to acquire job-related skills through a systematic series of steps guided by an expert. The goal of training is to enhance employees' knowledge and abilities.

According to Sikula, as cited by Wulandari (Wulandari, 2020), the objectives of training include:

1. Improving Employee Performance: Training aims to address and rectify inadequate performance due to lack of skills, which is a primary candidate for training.
2. Updating Skills: It ensures employees' skills are aligned with the latest technological advancements, enabling them to effectively apply new technologies.
3. Reducing Learning Time for New Employees: Training helps new hires become competent in their roles more quickly, as they often lack the skills and abilities needed to reach the expected competency level.
4. Solving Operational Problems: Managers must achieve their goals with limited resources—financial, human, and technological. Training can assist in overcoming these challenges.
5. Preparing Employees for Promotion: A systematic career development program is one way to motivate employees. Professional skill development in line with human resource policies supports internal promotions. Training is a key element in career development systems.

According to Thomas (Thomas & Wasiman, 2023), training is a process where specific information and skills are conveyed to employees to create more competent, skilled, and appropriately attitudinal workers. Training aids employees in performing their current tasks and supports their development for future responsibilities.

According to Khasanah (Khasanah & Nurbaiti, 2023) defines training as a step to provide both new and existing employees with the skills needed to perform their tasks. The focus of job training is to enhance work skills and productivity while helping individuals cope with increasingly complex job demands. Additionally, job training can play a role in improving career opportunities, obtaining certifications, and increasing an individual's competitiveness in the job market.

According to Kasih and Victor (Kasih & Victor, 2022), a promotion involves an increase in responsibility and authority given to someone from their previous position.

This means the individual will have more responsibilities and powers in performing their tasks compared to before. In this context, promotions are often seen as a step forward in one's career. Parawu (Parawu et al., 2022) describe promotions as the movement of an employee from one job position to another with greater responsibilities, a higher hierarchical level, and usually accompanied by an increase in salary.

Wibowo and Tholok (Wibowo & Tholok, 2019)define promotion as a form of recognition involving a higher position within an organization, whether in the public or private sector. It is a goal that many employees strive for to achieve a higher status and improve their social standing. Promotions provide individuals with opportunities for growth and self-improvement, which in turn can motivate employees to work better or with greater enthusiasm within the company.

According to Saharuddin and Soehardi (Saharuddin & Soehardi, 2019), elements of job promotions include:

1. The quality of talent and skills that meet the demands of the new position.
2. A good and reliable reputation.
3. Intelligence (IQ) levels that meet necessary standards.
4. Performance reports and recommendations from supervisors indicating that the employee is deserving of the promotion.

According to Kristianti (Kristianti, 2021) notes that the goal of job promotions is to maximize the utilization of available human resources within the organization and to update and replace existing resources for operational continuity. Malikhah and Ananda (Malikhah & Ananda, 2021) emphasize that the promotion and demotion process should be conducted objectively and based on measurable performance achieved by employees.

According to Putri (Putri et al., 2021),work productivity is technically defined as the ratio between the output obtained and the total resources used (input). Productivity refers to the comparison between the results achieved and the role of labor within a specific time frame. Additionally, productivity can be interpreted as the level of efficiency in producing goods. One of the most popular measures of productivity is labor-related, where productivity is calculated by dividing the production output by the number of workers or the number of employee work hours.

Thomas and Wasiman (Thomas & Wasiman, 2023)describe work productivity as a universal concept applicable to various systems, as every activity requires a sufficient level of productivity to be successfully executed. Productivity calculations involve a mathematical comparison between the output produced and the input used from each resource during the production process.

Anggriyani (Anggriyani et al., 2022) define work productivity as the amount of output produced by labor or production units within a specific time period. This output can include goods, services, or performance results. Work productivity also encompasses the efficient use of resources such as time, effort, and equipment to achieve the desired outcomes

According to Farisi (Farisi et al., 2020), motivation is the readiness to exert maximum effort to achieve company goals, influenced by the ability to meet various individual needs. Meanwhile, work refers to all activities performed by individuals with the aim of achieving set objectives.

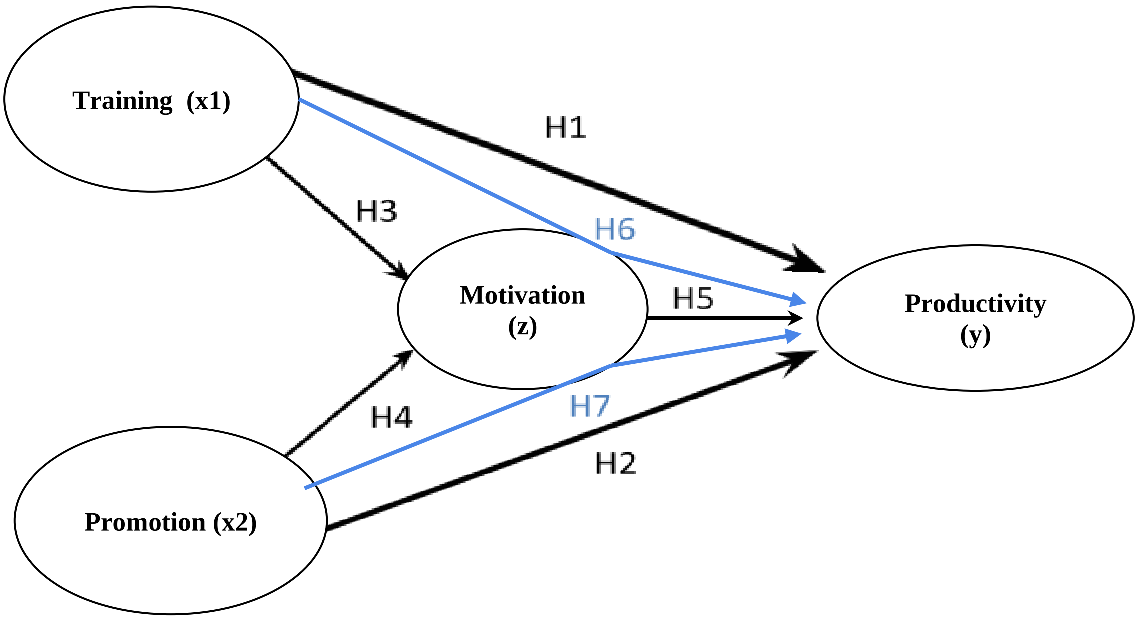
Afandi(Afandi, 2018) defines motivation as an internal drive that originates from the individual, triggered by inspiration, enthusiasm, and a genuine intention to perform activities with joy and earnestness, resulting in high-quality outcomes.

Rosdayanti and Suwarto (Rosdayanti & Suwarto, 2020)describe motivation in this context as the drive and desire of a person to engage in activities or work, giving their best to achieve desired goals. Factors that can stimulate this motivation include salary, benefits, job safety, recognition, promotion systems, interpersonal relationships with colleagues, and opportunities for personal development.

METHOD

Conceptual Framework

The Conceptual Framework of Quantitative Research Examined Regarding the Effect of Training (X1) on Productivity (Y), the Effect of Promotion (X2) on Productivity (Y), the Effect of Training (X1) on Motivation (Z), the Effect of Promotion (X2) on Motivation (Z), the Effect of Training (X1) Mediated by Motivation (Z) on Productivity (Y), and the Effect of Promotion (X2) Mediated by Motivation (Z) on Productivity (Y). The Conceptual Model of Research for This Study Can Be Seen in Figure 1 Below :



Description:

H1: Training Positively Affects Productivity
H2: Promotion Positively Affects Productivity
H3: Training Positively Affects Motivation
H4: Promotion Positively Affects Motivation
H5: Motivation Positively Affects Productivity
H6: Training Positively Affects Productivity Mediated by Motivation
H7: Promotion Positively Affects Productivity Mediated by Motivation

Population and Sample of the Study

The population under study consists of employees of Reliance Insurance Indonesia. For this questionnaire, data will be collected using a census technique. The sample size will be the same as the population. The total population is 100 employees

Data Analysis Technique

After the data for this research has been collected, the next step is data analysis. Data analysis in this study uses the structural equation modeling (SEM) method through Smartpls V.3. SEM is a statistical technique used to analyze the pattern of relationships between latent constructs and their indicators, latent constructs with each other, and can identify measurement errors directly, according to Sugiyono (Sugiyono, 2018). SEM itself can analyze the relationship between dependent and independent variables directly. This technique is used to explain the relationship between variables in the study. The main requirement in an SEM model is to build a Hypothesis model consisting of a structural model and a measurement model in a path diagram based on theory. Based on the formulated hypotheses, this study uses smart PLS (Partial Least Square) V3 software. The process starts from the measurement model, structural model, and hypothesis testing. The outer measurement model is used to assess validity and reliability, while the inner measurement model is used to assess the causal relationships between latent variables, whether exogenous or endogenous. The results of the analysis using Smartpls will be explained in the following tabel.

Testing Convergent Validity

This test is conducted to determine the correlation between measurement instruments. It is usually used toexamine the same construct values. The test will be considered to meet the criteria if it has a loading factor or standardized loading estimate greater than 0.5.

Discriminant Validity Test

Discriminant validity test is used to show that a latent construct discriminates itself from other latent constructs. It can also explain the variance of observed variables. The test value is considered valid if the square root of AVE is greater than the correlation value between latent variables (M.Makhrus Ali & Tri Hariyati, 2022).

AVE Average Test

The AVE value is used to test whether the square root of each AVE is correlated more than each latent construct. The AVE value as a condition for discriminant validity has been achieved. According to Nurul Ali and Wijayanto in.M.Makhrus Ali & Tri Hariyati, 2022 AVE value that meets the requirements if the value is equal to 0.5 or higher, if it is below 0.5, it can be said that the indicator has a high level of error.

Test Construct Reliability

This test is conducted to determine the constraints and consistency of the data. Data is considered reliable if it has a value greater than 0.7. If the value is between 0.6 and 0.7, it can still be considered good.Ariyanto et al., 2023.

Cronbach Alpha Test

Reliability testing using Cronbach's alpha can be used as another reference besides using composite reliability. A variable can be considered reliable if it has a Cronbach's alpha value > 0.6 (Ariyanto et al., 2023).

Chi-Square Test.

This test is conducted to analyze the model's ability in explaining the influence of each variable. This test uses the following equation. Q2 is equal to one minus one multiplied by the quantity of one minus R squared multiplied by the quantity of one minus R squared.

Hypothesis Testing

Hypothesis testing is used to analyze data processing using critical ratio and alpha or error level seen with statistical boundaries of t-values and alpha values. The t-values> 1.96 and alpha <0.05. This test uses t-statistic and P-Value.

The path analysis is used to determine the type of relationship between independent variables when explaining the relationship with the dependent variable. This relationship can be either correlational or dependency relationship according to Dachlan. There are two techniques used in data analysis.

1. Creating a path diagram in the SMART PLS program.
2. Hypothesis testing of structural relationships in SMART PLS.

In the process of data processing and data analysis, several stages will be carried out as follows:

1. Examination of the questionnaire filled out by respondents to ensure the completeness of the content questionnaire.
2. Performing tabulation testing related to the calculation of questionnaire results.
3. Testing that has been conducted regarding validity testing to determine questions. The questionnaire is appropriate and relevant to the objective or not.
4. Testing conducted related to reliability testing to determine the stability of the questionnaire providing relatively consistent results when measuring the same subject.
5. Testing conducted related to hypothesis testing to determine the constructed model. Does it have an influence or no

RESULT AND DISCUSSION

Validity Testing.Validity testing is conducted on this research instrument using convergent validity, discriminant validity, and average variance extracted. The first validity testing is done by examining the convergent validity of an instrument, which can be considered valid if it has a factor loading value greater than 0.5. If the value is greater than 0.5, then thisinstrument can be considered valid and can explain the relationship between indicators and latent variables in the hypothesis model. If there are indicators in the calculation results that are not valid or have a value less than 0.5, then those indicatorswill not be included in the analysis. The calculation results of the factor loading can be seen as follows.

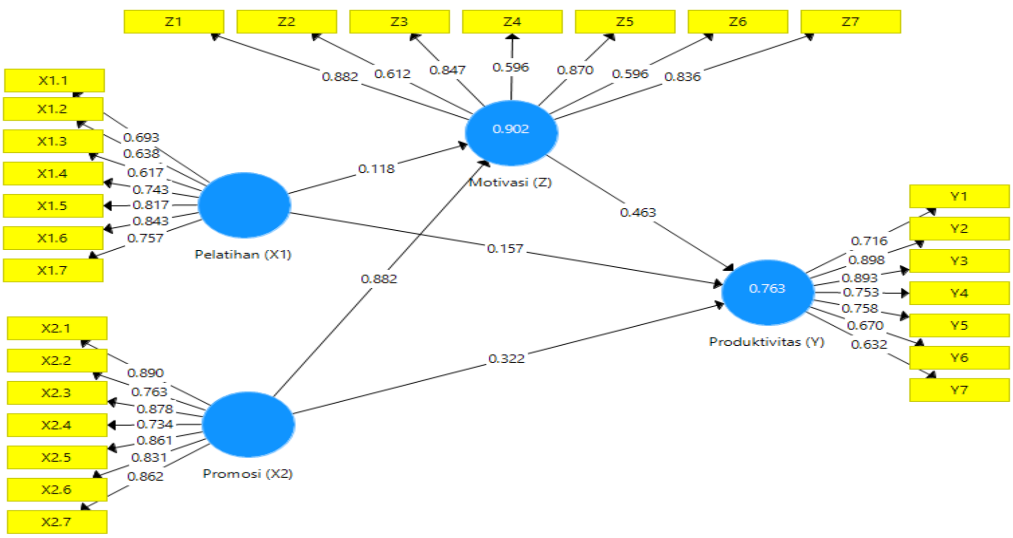


Figure 2Research Model.
Source: Smart PLS Calculation

Based on the research model that has been analyzed using Smart PLS, it can be said that all indicators are valid because they have factor loading values greater than 0.5, with the data shown as follows. It can be concluded that all indicators can be included in the further analysis process because there are no indicators that are removedwith values less than 0.5

Table 1 Factor Loading Values (1).

Training	Faktor Loading	Promotion	Faktor Loading
X1.1	0.693	X2.1	0.890
X1.2	0.638	X2.2	0.763
X1.3	0.617	X2.3	0.878
X1.4	0.743	X2.4	0.734
X1.5	0.817	X2.5	0.861
X1.6	0.843	X2.6	0.831
X1.7	0.757	X2.7	0.862

Source: Smart PLS Calculation

The table above shows the factor loading values for each variable in the factor analysis or path analysis model. Factor loading measures the strength of the relationship between each indicator variable and the latent factor or variable it represents. The higher the factor loading value, the stronger the relationship between the indicator variable and the latent factor. This indicates how strong the relationship is between each indicator variable and the latent factor it represents in the model. All Training indicator variables (X1.1 to X1.7) have relatively high factor loading values, ranging from 0.617 to 0.843. This indicates that all of these indicator variables have a strong relationship with the latent Training factor. Similarly, all Promotion indicator variables (X2.1 to X2.7) have sufficiently high factor loading values, ranging from 0.734 to 0.890. This indicates that all of these indicator variables have a strong relationship with the latent Promotion factor.

Table 1 Factor Loading Values (2).

Motivation	Faktor Loading	Productivity	Faktor Loading
Z1	0.882	Y1	0.716
Z2	0.612	Y2	0.898
Z3	0.847	Y3	0.893
Z4	0.596	Y4	0.753
Z5	0.870	Y5	0.758
Z6	0.596	Y6	0.670
Z7	0.836	Y7	0.632

Source: Smart PLS Calculation

The table above shows the factor loading values for each variable in the factor analysis or path analysis model. Factor loading measures the strength of the relationship between each indicator variable and the latent factor or variable it represents. The higher the factor loading value, the stronger the relationship between the indicator variable and the latent factor. This indicates how strong the relationship is between each indicator variable and the latent factor it represents in the model. All Motivation indicator variables (Z1 to Z7) have relatively high factor loading values, ranging from 0.596 to 0.882. This indicates that all of these indicator variables have a strong relationship with the latent Motivation factor. Similarly, all Productivity indicator variables (Y1 to Y7) have sufficiently high factor loading values, ranging from 0.632 to 0.898. This indicates that all of these indicator variables have a strong relationship with the latent Productivity factor. Discriminant validity testing is conducted to see how much variance of the observed variables compared to the variance of other indicator variables. Discriminant validity testing is observed using cross-loading values, which should be greater than 0.5, and the dependent variable should be greater than the indicator for other variables. The following is the processed discriminant validity data in Smart PLS.

Table 3 Cross Loading

	Motivation (Z)	**Training (X1)**	**Productivity (Y)**	**Promotion (X2)**
X1.1	0.577	0.693	0.544	0.550
X1.2	0.382	0.638	0.366	0.364
X1.3	0.197	0.617	0.288	0.224
X1.4	0.331	0.743	0.368	0.257
X1.5	0.447	0.817	0.480	0.362
X1.6	0.499	0.843	0.503	0.455
X1.7	0.431	0.757	0.430	0.396
X2.1	0.844	0.520	0.725	0.890
X2.2	0.640	0.276	0.540	0.763
X2.3	0.791	0.430	0.677	0.878
X2.4	0.698	0.371	0.739	0.734
X2.5	0.874	0.480	0.795	0.861
X2.6	0.800	0.570	0.716	0.831
X2.7	0.827	0.423	0.688	0.862
Y1	0.595	0.483	0.716	0.543
Y2	0.795	0.483	0.898	0.781
Y3	0.783	0.486	0.893	0.771
Y4	0.650	0.361	0.753	0.677
Y5	0.734	0.395	0.758	0.722
Y6	0.450	0.504	0.670	0.428
Y7	0.505	0.573	0.632	0.498
Z1	0.882	0.504	0.709	0.834
Z2	0.612	0.355	0.459	0.490
Z3	0.847	0.458	0.688	0.793
Z4	0.596	0.401	0.624	0.523
Z5	0.870	0.478	0.783	0.854
Z6	0.596	0.528	0.558	0.533
Z7	0.836	0.419	0.693	0.869

Source: Smart PLS Calculation

Based on the above data, it can be seen that all the construct values above are greater than 0.5 and meet the requirement of being greater than the values of other variables. Therefore, it can be said that the instrument has good discriminant validity.Validity testing can also be observed using the average variance extracted (AVE). This value is used to determine the correlation between each latent construct and the validity requirement is 0.5. If the AVE value is smaller than 0.5, it can be said that the indicator has a relatively high average error rate

Table 4 Cronbach's Alpha, Composite Reliability, and AVE

	Cronbach's Alpha	**rho_A**	**Composite Reliability**	**Average Variance Extracted (AVE)**
Motivation (Z)	0.871	0.894	0.903	0.577
Training (X1)	0.856	0.873	0.890	0.539
Produktivity (Y)	0.880	0.896	0.907	0.587
Promotion (X2)	0.926	0.930	0.941	0.694

Source: Smart PLS Calculation

The results of calculating the AVE value using Smart PLS can be seen in table4.7. These results indicate that all indicators have an AVE value greater than 0.5, therefore, the instrument shows a fairly good validity result

R-Square Test

R-Square testing is a step in regression analysis that measures how well the regression model explains the variation in the dependent variable (Y) by the independent variable (X). The R-Square value ranges from 0 to 1, where the closer it is to 1, the better the regression model is at explaining the variation in the dependent variable. R-Square testing is done using Smartpls. The calculation results can be seen in the following table

Table 5 R-Square Testing

Variable	**R Square**
Motivation (Z)	0.902
Productivity (Y)	0.763

Source: Smart PLS Calculation

Based on the R-Square test results above related to the variables Motivation (Z) and Productivity (Y):

a. The Motivation (Z) variable has an R-Square value of 0.902. This means that about 92% of the variation in motivation levels can be explained by the factors used in the regression model.
b. The Productivity (Y) variable has an R-Square value of 0.763. This indicates that approximately 76% of the variation in productivity can be explained by the factors used in the regression mode

Thus, in terms of the ability to explain variation in the data, the model predicting productivity (Y) has a lower fit compared to the model predicting motivation (Z). Therefore, for understanding and predicting productivity, the regression model related to the Motivation (Z) variable may be more useful or relevant than the model related to the Productivity (Y) variable. To assess how well the model built from the available data performs, the Q2 method is needed, which is a cross-validation method used in statistics.

$Q^2 = 1\text{-}1\ [(1\text{-}R_1^2)\ (1\text{-}\ R_2^2)]$
$= 1\text{-}1\ [(1\text{-}0{,}902)\ (1\text{-}0{,}763)\ ]$
$= 1\text{-}\ [(0{,}098)*(0{,}237)\ ]$
$= 0{,}976774$

Based on the calculation results using (Q2), it can be concluded that the value is above 0 with a value of 0.976 or 98% (predictive relevance), indicating how well your model fits the test data.

Hypothesis Testing

Hypothesis testing is done by looking at the value of the P-Value using the Goodness of Fit Model. P-Value is a measure used in statistics to evaluate the significance of hypothesis testing results. In the context of the Goodness of Fit Model, P-Value is used to determine how well the tested model fits the observed observational data. In this study, there are five relationships tested in the Goodness of Fit model

Table 6. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Motivation (Z) -> Productivity (Y)	0.463	0.458	0.149	3.112	0.002
Training (X1) -> Motivation (Z)	0.118	0.121	0.041	2.843	0.005
Training (X1) -> Productivity (Y)	0.157	0.149	0.064	2.434	0.015
Promotion (X2) -> Motivation (Z)	0.882	0.877	0.034	25.602	0.000
Promotion (X2) -> Productivity (Y)	0.322	0.335	0.143	2.250	0.025

Source: Smart PLS Calculation

A P-Value smaller than the determined significance level (usually 0.05) indicates that the relationship is statistically significant. In thiscase, the relationships between Motivation (Z1), Productivity (Y), Training (x1), and Promotion (x2) are proven to be significant at the 0.05 significance level because the P-Value is less than 0.05.To measure the total influence of one variable on another variable, the total effect between the two variables is required. Total effect is the overall influence of one independent variable on the dependent variable, including direct and indirect effects mediated through a mediator variable

Table 7. Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Motivation (Z) -> Productivity (Y)	0.463	0.458	0.149	3.112	0.002
Training (X1) -> Motivation (Z)	0.118	0.121	0.041	2.843	0.005
Training (X1) -> Productivity (Y)	0.211	0.205	0.069	3.052	0.002

Promotion (X2) -> Motivation (Z)	0.882	0.877	0.034	25.602	0.000
Promotion (X2) -> Productivity (Y)	0.730	0.737	0.053	13.682	0.000

Source: Smart PLS Calculation

From the total effect of several independent variables on the dependent variable, namely Productivity (Y), using the Goodness of Fit Model method, the research results indicate that a P-value smaller than the predetermined significance level (typically 0.05) shows that the total effect is statistically significant. In this case, the total effects of Training (X1), Promotion (X2) on Motivation (Z), and Productivity (Y) are all significant at the 0.05 significance level because the P-value is less than 0.05.

Next, the influence test refers to the process of analyzing the impact of independent variables on the dependent variable in a model. In this analysis, we are often interested in understanding both the direct contribution of independent variables to the dependent variable and the indirect contribution through mediator variables between them. Direct influence refers to the observed impact of independent variables on the dependent variable without involving mediator variables. This is often measured by path coefficients that directly connect the two variables in the model.

Indirect influence is the impact that occurs through indirect paths involving one or more mediator variables between the independent and dependent variables. This is an effect that is not directly visible but occurs through additional variables in the model. Indirect influence is often calculated by summing the contributions from all paths connecting the variables through mediators. "Total influence" is the sum of the direct and indirect influences of independent variables on the dependent variable. This provides a complete picture of how much the independent variables affect the dependent variable in the model, including both direct effects and indirect effects through mediators. Thus, in research, the influence test is used to analyze how variables are related in a model and to understand the direct and indirect contributions of independent variables to the dependent variable within the context of the ongoing research.

Table 8. Influence Test

Influence Test	Direct Influence	Indirect Influence	Total
Motivation (Z) -> Productivity (Y)	0.463		
Training (X1) -> Motivation (Z)	0.118		
Training (X1) -> Productivity (Y)	0.211		
Promotion (X2) -> Motivation (Z)	0.882		
Promotion (X2) -> Productivity (Y)	0.730		
Training (X1) -> Productivity (Y) mediated by Motivation (Z)	0.188	0,188 x 0.463= 0,087044	0,275044
Promotion (X2) -> Productivity (Y) mediated by Motivation (Z)	0.730	0,730 x 0,463= 0,33799	1,06799

Source: Calculation

Based on the analysis results above, the calculation results are divided into two categories: direct and indirect research. The following are explanations of the calculation results:

Indirect Influence :

a. The direct influence of motivation (Z) directly affects productivity (Y) with a coefficient of 0.463. This means that every one-unit increase in motivation will increase productivity by 0.463 units.
b. The direct influence of training (X1) directly affects motivation (Z) with a coefficient of 0.118. This indicates that training has a positive impact on motivation, although the effect is relatively small.
c. The direct influence of training (X1) also directly affects productivity (Y) with a coefficient of 0.211. This means that training directly increases productivity.
d. The direct influence of promotion (X2) has a strong direct impact on motivation (Z) with a coefficient of 0.882, indicating that promotion is a major factor in increasing motivation.
e. The direct influence of promotion (X2) also directly affects productivity (Y) with a coefficient of 0.730, indicating a significant impact of promotion on productivity.

Indirect Influence:

a. The indirect influence of training (X1) indirectly affects productivity (Y) through motivation (Z). This indirect effect is calculated by multiplying the coefficient of training's impact on motivation (0.118) by the coefficient of motivation's impact on productivity (0.463), yielding a value of 0.087044. The total effect (direct + indirect) of training on productivity is 0.211 + 0.087044 = 0.298044.
b. The indirect influence of promotion (X2) also indirectly affects productivity (Y) through motivation (Z). This indirect effect is calculated by multiplying the coefficient of promotion's impact on motivation (0.882) by the coefficient of motivation's impact on productivity (0.463), yielding a value of 0.408966. The total effect (direct + indirect) of promotion on productivity is 0.730 + 0.408966 = 1.138966.

CONCLUSION

The study results indicate that training and promotion have a positive and significant effect on employee productivity. Hypothesis (H1) that training significantly enhances productivity is accepted, as is Hypothesis (H2) that promotion significantly boosts productivity. Additionally, training (H3) and promotion (H4) also have a positive and significant impact on employee motivation. Motivation (H5) itself positively and significantly affects productivity. Furthermore, the hypothesis that training positively affects productivity through the mediation of motivation (H6) is accepted, showing that motivation acts as a mediator between training and productivity. Similarly, the hypothesis that promotion positively affects productivity through the mediation of motivation (H7) is also accepted, indicating that motivation mediates the relationship between promotion and productivity.

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