

The Role of Job Satisfaction in Mediating the Effect of Promotion on Employee Performance

M. Trihudyatmanto*¹, Nasifatul Maesaroh²

¹²Central Java Al-Qur'an Science University in Wonosobo

e-mail:¹ trihudyatmanto@unsiq.ac.id,

Abstract

This study aims to prove the effect of job promotion on employee performance with job satisfaction as an intervening variable for employees of the food, agriculture and fisheries department of Wonosobo regency. This research is a quantitative research. For the population in this study were all civil servants of the food, agriculture and fisheries department of Wonosobo regency. The sampling technique uses a probability technique, namely census sampling which is based on data obtained in interviews, with a total sample of 121 respondents. The data collection technique used a questionnaire which was distributed offline. The data analysis technique used to answer the hypothesis in this research is to use data quality test, SEM data analysis test, hypothesis testing, and coefficient of determination.

The results showed that the partial t test showed that the variables of job promotion and job satisfaction had a positive and significant effect on the work performance of the employees of the food, agriculture and fisheries department of Wonosobo regency. The variable of job promotion mediated by job satisfaction also has a positive and significant effect on the work performance of the employees of the food, agriculture and fisheries department of Wonosobo regency.

Keywords: Job promotion, job satisfaction, job performance

1. Introduction

According to (Simamora, 2014), argues that the main task of HRM is to manage the human element well through the leadership process in order to obtain performance that carries out its functions and duties properly. So it can be concluded that in an institution, employees have a very important role as a source of labor in an institution itself. One of the problems in human resource management is employee performance. Job performance is considered as the most important thing in an institution because the success of an agency is influenced by the work performance of the employees themselves. According to (Edi Sutrisno, 2009), work performance is a person's level of competence in the tasks that include his job. In the context of developing human resources, one's work performance in a company or agency is needed to achieve success. The terms work performance and performance have the same meaning. Where the term work performance comes from the Dutch language called *Pretati*, which means what has been created. (Mangkunegara, 2017) definition of work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Job performance is very important to assess the ability of employees and to develop career paths. Obtaining achievements is a matter of pride for employees because competition is also developing very rapidly.

The Food, Agriculture and Fisheries Service is one of the regional apparatus organizations in Wonosobo Regency. The Food, Agriculture and Fisheries Service has the duties and functions of carrying out some of the authority or affairs of the regional government based on the applicable laws and regulations. Based on the data obtained, it can be seen that the number of civil servants for the Department of Food, Agriculture and Fisheries of Wonosobo Regency is 121 people. Class I employees are 1 person with a percentage of 0.83%, in group II there are 20 people with a percentage of 16.53%, in group III there are 81 people with a percentage of 66.94%. Group IV 19 people 15.7%.

Based on SKP data from 2016-2018 it can be concluded that work performance from year to year has an insignificant percentage. Work performance is always increasing only in 2 fields, namely Head of Service, Animal Husbandry and Animal Health. This data is only a range of work performance from 2016-2018, because looking at the nature of employee performance which is data that is confidential from the Disclosure so that it cannot be accumulated in detail. The decline in work performance from 2016-2018 made Dispaperkan have to be able to create their own ideas so that employees can maintain their work performance. To retain employees who have work performance, Disciplines must be consistent and wise to increase promotion in order to obtain employee job satisfaction so as to maintain employee performance to the fullest. The large number of agencies in Wonosobo Regency causes all elements to compete to increase the potential, both the quality and quantity of the employees themselves. The use of promotion in an institution is to improve employee performance, it is hoped that promotion can motivate employees to improve work performance. (Suharni Rahayu, 2017), promotion is a transfer of position or re-employment of an employee from a lower level to a higher level, generally a promotion is also followed by an increase in salary. Promotion is a tool that can encourage employees in an agency to be better or more enthusiastic about doing work, taking into account the fact that promotion also makes things work to improve employee performance. There are several research results that promotion has a positive and significant effect on work performance, but there are also research results that prove that promotion has no effect on work performance.

In research conducted by (Lily Setyawati Kristianti, 2021); (Ali Akbar Rafsanjani, 2021) proves that promotion has a positive and significant effect on work performance variables. Meanwhile, research conducted by (I Made Surata, Wayan Arya Paramarta, 2018) proved that promotion has no effect on work performance. The existence of these different research results, the researcher offers a concept by giving a mediating variable, namely job satisfaction. The reasons for adding the mediation variable to job satisfaction are in accordance with research conducted by (Linda Ratnawati, 2020); (Muhammad Abdur Rohman, Heru Sri Wulan, Andi Tri Haryono, 2018) which states that the variable of job satisfaction mediates promotion to work performance. According to (Hani Handoko, 2000) argues that job satisfaction is a pleasant or unpleasant emotional state with which employees perceive their work. Employee job satisfaction can be seen from various things such as: interactions with fellow employees, interactions with superiors, complying with regulations that apply in the paper. In research conducted by (Chartin Devi, Ropal Tores, Hilda Wahyuni) proved that there is a positive and significant effect of job satisfaction on work performance. So the existence of work performance is determined by the level of employee job satisfaction. Based on the background of the problems described above, the formulation of the problem in this study is that the work performance of employees of the Wonosobo Regency Food, Agriculture and Fisheries Office from 2016-2018 has decreased as can be seen from the SKP data and with differences in research or research gaps, the researchers offers the concept as a mediation by adding an intervening variable of job satisfaction. This concept refers to research conducted by (Lily Setyawati Kristianti, 2021) and (I Made Surata, 2018). The purpose of this research is to identify the factors that influence work performance.

2. Literature review

2.1. Work performance

According to Cooper quoted from (Samsudin, 2006), work performance is the level of task implementation that can be achieved by a person, unit, or division by using existing capabilities and the boundaries that have been set to achieve organizational or company goals. (Darma, 1998), work performance is something that is done or services produced or provided by someone. According to (Hasibun, 2001), that work performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skills, experience and sincerity and time tasks. According to Handoko, quoted from Muhammad Isa Indrawan, performance appraisal is a process through which managers of organizations evaluate employee performance.

2.2. Job Promotion

According to (Hasibun, 2015) promotion is a transfer that increases the authority and responsibility of employees to higher positions within a company so that they get, salary, rights, status and greater income. In research conducted by (Ahmad Fadli, 2020) proved that promotion has an effect on job satisfaction. This is reinforced by research conducted by (Sri Hariani, Silviana Damayanti, 2018) that promotion has an effect on job satisfaction. From the results of this study it can be concluded that the higher the level of promotion, the higher employee job satisfaction. Based on this description, the hypothesis proposed in this study is:

H1: Promotion has a positive and significant effect on employee job satisfaction.

In research conducted by (Lily Setyawati Kristianti, 2021) proved that promotion has a significant and positive effect on work performance. This is reinforced by (Ali Akbar Rafsanjani's, 2021) research proving that promotion has a positive and significant effect on work performance variables. From the results of this study it can be concluded that by increasing equity in promotion, it will increase the enthusiasm for employee performance. Based on this description, the hypothesis proposed in this study is:

H2: Promotion has a positive and significant effect on employee performance

2.3. Job satisfaction

According to Fred Luthans in (Ni Luh Sekartini) job satisfaction is the result of employees' perceptions of how well the work they do provides things that are considered important for the company. So that if employees are satisfied, work performance will automatically increase. In research conducted by (Chartin Devi, Ropal Tores, Hilda Wahyuni, 2018) concluded that there is an influence on job satisfaction on work performance. And in (Heny Handayani, 2017) also concluded that job satisfaction has a positive effect on work performance. The formation of job satisfaction aims to make the relationship between employees and superiors harmonious and can improve employee performance. Based on this description, the hypothesis proposed in this study is:

H3: Job satisfaction has a positive and significant effect on employee performance.

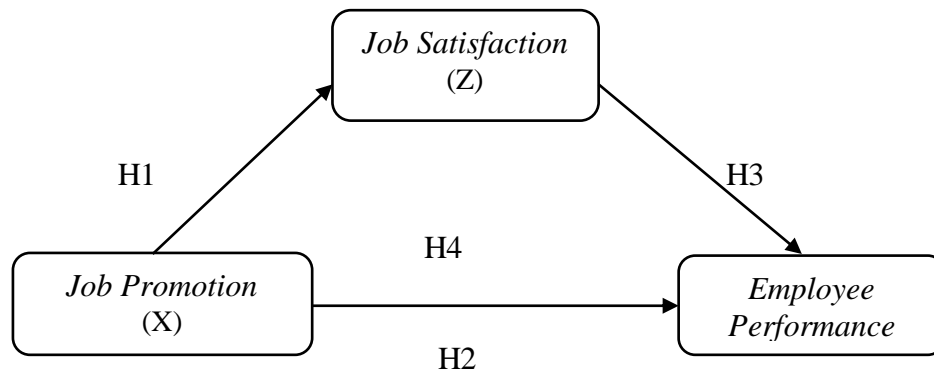
In research conducted by (Lily Setyawati Kristianti, 2021) proved that promotion has a significant and positive effect on work performance. Unlike the research conducted by (I Made Surata, Wayan Arya Paramarta, 2018) argues that promotion has no effect on work performance. There are differences in these studies, the researchers added the variable job satisfaction as a mediating variable. Research conducted by (Linda Ratnawati, 2020) concluded that work compensation and work enthusiasm have a positive effect on work performance, through job satisfaction. Job satisfaction can be a good

mediation for workload and the environment in creating work performance. If an agency offers a good promotion that can meet employee job satisfaction, there will be an increase in employee performance. Based on this description, the hypothesis proposed in this study is:

H4: Promotion has a positive effect on employee performance through job satisfaction.

From the explanation above, the theoretical framework can be formulated as follows:

Figure 1. Theoretical Framework



3. Research Methodology

3.1. Types of Research

This type of research used by using quantitative research methods. Quantitative analysis method, namely the results of this study were obtained from statistical figures which were then described in sentences. The data collection method uses a questionnaire to get responses from respondents who are sampled in the study.

3.2. Population and Sample

In collecting data, the population for this study were all Civil Servants of the Department of Food, Agriculture and Fisheries of Wonosobo Regency with a total of 121 employees. Sample is part of the number and characteristics possessed by the population. (Sugiyono, 2019). In this study, the number of respondents in their research used a probability technique, namely census sampling, which was based on data obtained in an interview with one of the regulators who understood the number of employees. The results showed that the population of civil servants who had been in the paper for more or less 6 months, namely a total of 121 people, of which there were 19 employees of class IV, 81 employees of class III, 20 employees of class II and 1 employee of class I. So that in this method, researchers took 121 civil servants who worked at the Food, Agriculture and Fisheries Office of Wonosobo Regency.

4. Results and Discussion

4.1. Data Validity

Test Validity test is used to measure whether a questionnaire is valid or valid. Validity test with the CFA test or construct validity test is used to see whether the indicator is feasible or not to support latent variables. According to (Ghozali, 2013) explains that the indicator of the variable is valid if the "Estimate" value is <0.05 . An indicator is said to be valid if the critical ratio (CR) > 1.96 with a probability value (P) $>$

0.05 (Ferdinand, 2014) using AMOS software. The results of the validity test produce all C.R. values. lower than 1.96 so that all data is declared valid.

4.2. Reliability Test

Reliability test shows the extent to which a measuring instrument can provide results that are relatively the same when repeated measurements are made on the same object. The reliability test meets the criteria if Construct Reliability (CR) > 0.7. Construct Reliability values between 0.6 to 0.7 are still acceptable on condition of construct validity (indicator 0 in the model is good. The results are all above 0.7. The results of data processing in this study are as follows:

Table 1. Reliability Test Results

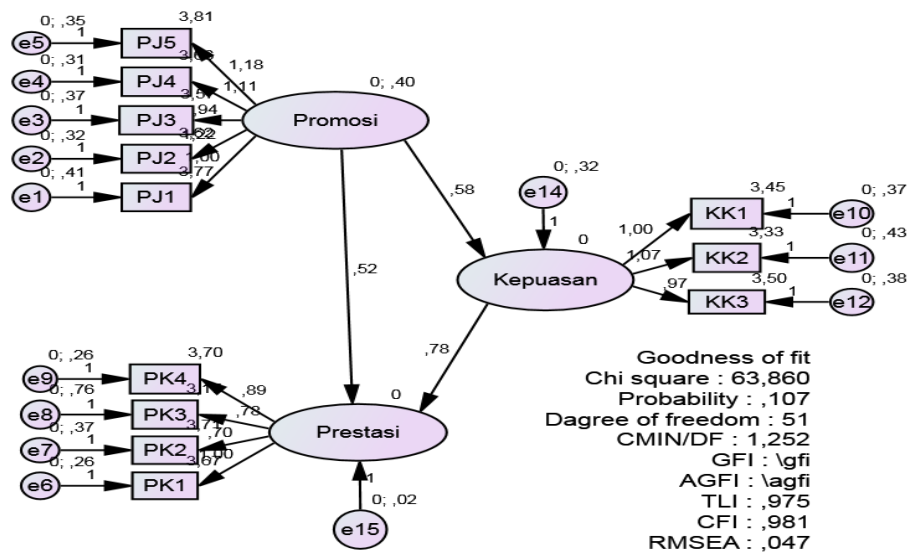
Variable	Indicator	Standardized	Error Value	CR	Reliability
<i>Job Promotion</i> (X)	PJ1	0,702	0,507196	0,868	Reliable
	PJ2	0,805	0,351975		
	PJ3	0,699	0,511399		
	PJ4	0,781	0,390039		
	PJ5	0,779	0,393159		
<i>Employee Performance</i> (AND)	PK1	0,819	0,329239	0,81	Reliable
	PK2	0,648	0,580096		
	PK3	0,568	0,677376		
	PK4	0,822	0,324316		
<i>Job Satisfaction</i> (WITH)	KK1	0,744	0,446464	0,807	Reliable
	KK2	0,737	0,456831		
	KK3	0,697	0,514191		
	KK4	0,681	0,536239		

Source: Primary data processed in 2022

Based on Table 1. it is done by looking at the results of calculating the Construct Reliability (CR) value > 0.7. A variable from an indicator can be said to be reliable if it gives a Construct Reliability (CR) value of > 0.7. Based on the results above, it shows that there is no reliability value that is below the set value limit. Thus it can be concluded that all variable measurement concepts are reliable.

4.3. Structural Equations Modeling (SEM) Analysis

Figure 2. Structural Equations Modeling (SEM) Test Results



Source: Primary data processed in 2022

The full mode SEM feasibility test was tested using Chi-square, GFI, CFI, TLI, CMIN/DF, and RMSEA which were within the range of expected values, even though AGFI was received marginally as shown in the following table:

Table 2. Structural Equations Modeling (SEM) Feasibility Test Results

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
Chi-Square	$\leq 68,6693$	63,860	Good Fit
Probability	$\geq 0,05$	0,107	Good Fit
RMSEA	$\leq 0,08$	0,047	Good Fit
GFI	$\geq 0,90$	0,919	Good Fit
AGFI	$\geq 0,90$	0,875	Marginal
CMIN/DF	$\leq 2,00$	1,252	Good Fit
TLI	$\geq 0,95$	0,975	Good Fit
CFI	$\geq 0,95$	0,981	Good Fit

Source: Primary data processed in 2022

Based on the Goodness Of Fit Confirmatory Factor Analysis table above, it is known that the value of Chi-square, probability, DF, GFI, AGFI, TLI, CFI, RMSEA. Chi-square has a value of 63.860 and this value is below 68.6693, it is said that the theoretical model and the sample model are appropriate. The probability value is 0.107 and the positive df is 1.252. This means that the hypothesized model has matched the observation data. Model compatibility is also supported by the values of GFI, AGFI, TLI, CFI and RMSEA which have values according to the requirements. In the Goodness Of Fit Confirmatory Factor Analysis table above, it has been changed from the initial model

because in the initial model the probability value was 0.007 or less than 0.05 so the researchers removed KK4 in the job satisfaction variable which aims to increase the probability value, so that by removing KK4 the probability value increases to 0.107. Thus the results of the Structural Equation Modeling (SEM) test on the model measurements above show that the model is acceptable even though there is still a goodness of fit which indicates a marginal approach.

4.4. SEM Assumption Testing

4.4.1. Data Normality

Estimation with Maximum Likelihood requires that the observed variables must meet the assumption of multivariate normality. Evaluation of multivariate normality was carried out using the critical ratio (c.r) criterion of the multivariate on kurtosis, if it is within the range of ± 2.58 , it means that the data is normally distributed in a multivariate manner. Thus it can be concluded that the data is normally distributed if the critical ratio (c.r) of the multivariate on kurtosis is below the absolute value of 2.58. The results of the data normality test were 1.81 on the multivariate value of c.r which means that the data is normally distributed as shown in the following table:

Table 3. Normality Test Results
Assessment of normality (Group number 1)

Variable	min	Max	Skew	c.r.	kurtosis	c.r.
KK3	1	5	-0,301	-1,318	-0,118	- 0,257
KK2	1	5	-0,193	-0,846	-0,079	- 0,173
KK1	1	5	-0,103	-0,45	0,107	0,234
PK4	1	5	-0,287	-1,257	-0,125	- 0,273
PK3	1	5	0,023	0,101	-0,721	- 1,579
PK2	2	5	-0,119	-0,519	-0,529	- 1,158
PK1	1	5	-0,371	-1,623	0,208	0,454
PJ5	1	5	-0,524	-2,292	-0,08	- 0,175
PJ4	1	5	-0,234	-1,022	-0,021	- 0,046
PJ3	1	5	-0,276	-1,207	0,294	0,643
PJ2	1	5	-0,366	-1,604	-0,06	- 0,131
PJ1	1	5	-0,604	-2,645	0,333	0,728
Multivariate					6,188	1,81

Source: Primary data processed in 2022

4.4.2. Test Outliers

Outliers are observations with extreme values both univariately and multivariately that arise due to combinations. Unique characteristics possessed and seen very much

different from other observations. Evaluation of univariate outliers and multivariate outliers is presented in the following sections:

4.4.3. Univariate Outliers

Testing whether there are univariate outliers is done by analyzing the standardizes values (Z-scores are in the range $\geq \pm 3$). Then it will be categorized as outliers (Wuryanto, 2007). The results of data processing for testing whether there are outliers in the following figure:

**Table 4. Univariate Outlier Data
Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Zscore(PJ1)	115	-3,06714	1,3696	,000000 0	1,000000 00
Zscore(PJ2)	115	-2,72512	1,43951	,000000 0	1,000000 00
Zscore(PJ3)	115	-3,03261	1,68023	,000000 0	1,000000 00
Zscore(PJ4)	115	-2,96563	1,4925	,000000 0	1,000000 00
Zscore(PJ5)	115	-2,94359	1,24852	,000000 0	1,000000 00
Zscore(KK1)	115	-2,6935	1,70016	,000000 0	1,000000 00
Zscore(KK2)	115	-2,37845	1,70397	,000000 0	1,000000 00
Zscore(KK3)	115	-2,77648	1,65818	,000000 0	1,000000 00
Zscore(PK1)	115	-2,88746	1,43903	,000000 0	1,000000 00
Zscore(PK2)	115	-2,10455	1,58109	,000000 0	1,000000 00
Zscore(PK3)	115	-2,04449	1,73248	,000000 0	1,000000 00
Zscore(PK4)	115	-3,13386	1,51638	,000000 0	1,000000 00
Valid N (listwise)	115				

Source: Primary data processed in 2022

Based on the table above, the test results show that there are no dimensions that have outliers. Thus it can be concluded that there is no extreme data on that dimension.

4.4.4. Multivariate Outliers

Evaluation of multivariate outliers needs to be done because even though the data being analyzed shows no outliers at the univariate level, the observations can become outliers if they have been combined. The Mahalanobis distance for each observation can be calculated and will show the distance of an observation from the average of all

variables in a multidimensional space. The following are the results of multivariate outliers data processing: Based on the output results above, it can be seen that there are no extreme data because it is below the X2 value, which is 34.528, so there are no outliers in the data and it can be carried out to the next stage.

4.4.5. Multicollinearity

Evaluation Detect the emergence of multicollinearity or singularity from the determinant of the covariance matrix. The very small determinant value of the covariance matrix indicates a multicollinearity or singularity problem. From the results of data processing, the determination value of the sample covariance matrix is: Determinant of sample covariance matrix = 0.000

4.5. Hypothesis test

Next will be testing the research hypothesis as proposed in the previous chapter. Testing of these 4 hypotheses is carried out based on the Critical Ratio (CR) value of a causality relationship from the results of SEM processing as shown in the table below:

Table 5. Regression Weights Structural Equations Model

			Estimate	S.E.	C.R.	P	Label
Job Satisfaction	<---	Promotion	,547	,13	4,485	**	for_11
Job Performance	<---	Promotion	,429	,113	4,620	**	for_12
Job Performance	<---	Job Satisfaction	,681	,125	6,228	**	for_13

Source: Primary data processed in 2022

Based on the table above, the following conclusions can be drawn:

The estimation parameters to show the CR values of H1, H2 and H3 of 4.485, 4.620 and 6.228 are greater than 1.96 and the probability is less than 0.05. Thus it can be concluded that promotion has an effect on job satisfaction. Promotion has an effect on employee performance and job satisfaction has an effect on employee performance.

Table 6. Standarized Direct Effects (Group number 1 – Default model)

	Promotion	Job Performance	Job Satisfaction
Job Satisfaction	,547	,000	,000
Job Performance	,372	,681	,000

Source: Primary data processed in 2022

Table 7. Standarized Indirect Effects (Group number 1 – Default model)

	Promotion	Job Performance	Job Satisfaction
Job Satisfaction	,000	,000	,000
Job Performance	,429	,000	,000

Source: Primary data processed in 2022

The table above is used to see whether the job satisfaction variable can mediate the promotion and job performance variables by comparing the values of the standardized direct effect and the standardized indirect effect. According to Haryono Siswoyo (2016) states that if the standardized direct effect < standardized indirect effect, it can be said that mediation is proven to have an indirect effect on the relationship between the two variables (independent and dependent).

H4: Promotion has a positive effect on employee performance through job satisfaction

In table 4.22 and table 4.23 it can be seen that the value of the standardized direct effect of work performance and job satisfaction is 0.372 while the value of the standardized indirect effect of work performance and job satisfaction is 0.429. Thus it can be said that job satisfaction mediates promotion of work performance.

4.6. Discussion

4.6.1. Position Promotion Has a Positive and Significant Influence on Job Satisfaction

Based on the results of the Structural Equations Model (SEM) on the inner model test, the results show that promotion has a positive effect on job satisfaction. Based on the test results, it shows that the more people are promoted, the level of employee job satisfaction will also increase. This means that the first hypothesis in this study is accepted. According to (Hasibun, 2011) promotion is a transfer that increases the authority and responsibility of employees to higher positions within a company so that they get, salary, rights, status and greater income. According to Fred Luthans (in Ni Luh Sekartini) job satisfaction is the result of employees' perceptions of how well the work they do provides things that are considered important for the company. This result is in line with previous research conducted by (Ahmad Fadli, 2020) proved that the variables of promotion and work environment have a positive and significant effect on job satisfaction. This was also reinforced by research conducted by (Sri Hariani, Silviana Damayanti, 2018) stated that promotion and compensation have a positive and significant effect on job satisfaction.

4.6.2. Position Promotion Has a Positive and Significant Influence on Employee Performance

Based on the results of the Structural Equations Model (SEM) on the inner model test, the results show that promotion has a positive effect on employee performance. Based on the test results, it shows that the more people are promoted, the level of employee performance will also increase. This means that the second hypothesis in this study is accepted. According to Sondang P. Siagian, promotion is when a person is selected from one job to another with greater responsibility, higher position and higher salary. Work performance is the result of work or achievement of an employee in carrying out his duties and responsibilities properly based on the ability of the employee himself. This research is in line with research conducted by (Lily Setyawati Kristianti, 2021) which states that the promotion variable has a positive and significant effect on work performance variables. And reinforced by research conducted by (Ali Akbar Rafsanjani, 2021) shows that promotion has an influence on work performance.

4.6.3. Job Satisfaction Has a Positive and Significant Influence on Employee Performance

Based on the results of the Structural Equations Model (SEM) on the inner model test, it was found that job satisfaction has a positive effect on employee performance. Based on the test results, it shows that the greater the employee's job satisfaction, the level of employee performance will also increase. This means that the third hypothesis in this study is accepted. According to Fred Luthans (in Ni Luh Sekartini) job satisfaction is the result of employees' perceptions of how well the work they do provides things that are considered important for the company. According to Bernardin and Russel (2002: 378) defines that work performance is the level of success achieved by a good employee or employee to determine the extent to which a person achieves work performance that is measured or assessed. This research is in line with previous research conducted by (Chartin Devi, Ropal Tores, Hilda Wahyuni, 2018) proving that job satisfaction has a positive effect on work performance. This research is also reinforced by research conducted by (Henny Handayani, 2017) which proves that job satisfaction has a positive and significant effect on work performance.

4.6.4. Promotion Has a Positive Effect on Job Performance Through Job Satisfaction

Based on the results of the Structural Equations Model (SEM) on the inner model test, it was found that promotion has a positive effect on job performance through job satisfaction. Based on the test results, it shows that the more promotions are given, the job satisfaction will increase so that it will increase employee performance. This means that the fourth hypothesis in this study is accepted. According to (Hasibun, 2011) promotion is a transfer that increases the authority and responsibility of employees to higher positions within a company so that they get, salary, rights, status and greater income. Job satisfaction is the result of employees' perceptions of how well the work they do provides things that are considered important to the company. According to (Bernardin and Russel, 2002) defines that work performance is the level of success achieved by a good employee or employee to determine the extent to which a person achieves work performance that is measured or assessed. From this understanding it can be concluded that work performance is more inclined to the results obtained from an employee in accordance with the tasks performed. Based on the facts above, job satisfaction (Z) is an intermediary variable or intervening variable that strengthens the role of promotion (X) on work performance (Y). With the promotion given to employees, it can increase the feeling of satisfaction with the employees themselves, so that work performance also increases drastically.

5. Conclusion

Based on data processing and the results of data analysis in the discussion of this study, it can be concluded that the results of empirical testing indicate that promotion has a positive and significant effect on job satisfaction, promotion has a positive and significant effect on work performance, job satisfaction has a positive and significant effect on work performance, promotion position has a positive effect on work performance through job satisfaction. Although job satisfaction mediates between promotion and job performance, the increase in job performance is not dominated by job satisfaction because job performance still shows a positive and significant effect on job performance.

4.1. Suggestion

Based on the research results, the following suggestions can be given:

1. For the head of the service to place more importance on job satisfaction in terms of promotion so that the work performance of the employees of the Food, Agriculture and Fisheries Office of Wonosobo Regency will increase.
2. Employees of the Wonosobo Regency Food, Agriculture and Fisheries Office must be more disciplined in order to meet the requirements for immediate promotion.
3. There needs to be suggestions and criticisms given from employees, so that they can be used as material for discussion to find out deficiencies so they can be corrected.
4. For further research, it is hoped that it can be used as a reference or research reference. And adding other variables so that it is more varied.

4.2. Future Research

Several challenging research agendas that can be provided from this research include:

1. Further research can develop this research by using other methods in researching promotion, employee performance and job satisfaction, for example through in-depth interviews with respondents, so that the information obtained in the research is more varied than the questionnaire whose answers have been provided in this study.
2. Future researchers are expected to be able to develop this research by adding other variables and indicators either replacing or adding other variables, as well as better measuring tools.
3. Future research is able to add a larger number of sample respondents.

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