

# Effects of Job Promotion and Work Motivation on Employee Performance: The Mediating Role of Job Satisfaction at PT BRI Mattoangin Branch

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## ABSTRACT

This study aims to examine and analyze the influence of job promotion and work motivation on employee performance, with job satisfaction serving as an intervening variable at the office of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch. The research was conducted over a two-month period, from October 2025 to November 2025. The population of this study consisted of 118 permanent employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office. The sampling method employed was saturated sampling, in which all 118 permanent employees were selected as the research sample. The data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. The results of this study indicate that job promotion has a positive and significant effect on job satisfaction, work motivation has a positive and significant effect on job satisfaction, job promotion has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. Furthermore, job promotion has a positive and significant effect on employee performance through job satisfaction as an intervening variable, and work motivation also has a positive and significant effect on employee performance through job satisfaction as an intervening variable.

**Keywords:** Job Promotion, Work Motivation, Job Satisfaction, Employee Performance.

## I. Introduction

The banking sector plays a vital role in supporting the stability and economic growth of a country. Based on Law Number 10 of 1998, banks are financial institutions that function to collect funds from the public and redistribute them in the form of credit and/or other financial services. The existence of banks not only serves as an intermediary institution but also as a major driver of economic activities through financial product innovation, digital services, and support for micro, small, and medium enterprises (MSMEs). Employee performance reflects the extent to which individuals carry out their duties and responsibilities in accordance with established standards. According to Mangkunegara (2020), performance is defined as the quality and quantity of work achieved by an individual in carrying out responsibilities assigned to them. High employee performance indicates good work effectiveness and efficiency and has a direct impact on the achievement of organizational goals. Job promotion is a formal recognition of employees' achievements and contributions by assigning them to higher positions. According to Hasibuan (2020), promotion refers to the transfer of an

employee to a higher position with greater responsibilities and higher compensation. A fair and transparent promotion system can increase employees' trust and loyalty toward the organization. Work motivation is an internal driving force that encourages individuals to behave, achieve, and accomplish organizational goals. Robbins and Judge (2019) define motivation as a process that explains the intensity, direction, and persistence of individuals in achieving goals. In the banking industry, motivation is an essential element because banking activities require high accuracy, discipline, and continuous customer service.

According to Hasibuan (2020), employees who possess strong motivation tend to work responsibly and continuously strive to improve their performance within the organization. Job satisfaction refers to the level of positive feelings individuals have toward their work, which is measured by the degree of compatibility between expectations and actual conditions received. Luthans (2018) states that job satisfaction is the result of employees' evaluation of their work that produces feelings of satisfaction or dissatisfaction. Job satisfaction is directly related to employee loyalty, organizational commitment, and employee performance. According to Handoko (2020), employees who are satisfied with their jobs tend to perform better and continuously improve their performance within the organization. In the context of the national banking industry, increasingly intense competition among state-owned, private, and foreign banks requires employees to demonstrate high performance in order to achieve corporate objectives. PT Bank Negara Indonesia (Persero) Tbk (BNI), as one of the largest state-owned enterprises in Indonesia, has a vision of becoming a superior, leading, and globally competitive financial institution. However, achieving this vision highly depends on employee performance. The job hierarchy at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office, is presented in the following table:

**Table 1. Job Hierarchy of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch**

No	Position	Number of Employees
1	Branch Manager	1
2	Business Branch Manager	4
3	Branch Service Manager	1
4	Credit Business Risk	17
5	Credit Operational	10
6	Sales Supervisor	6
7	Human Capital Supervisor	1
8	Logistics Supervisor	1
9	Customer Service Assistant	15
10	Cash Service Assistant	15
11	Administrative Assistant	2
12	Sub Branch Manager	15
13	Personal Relationship Management	2
14	Customer Relationship Management	16
15	Emerald Relationship Management	2
16	Transaction Relationship Management	11
Total		119

Source: PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office, 2025.

Over the past few years, the job promotion system at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office, has generated controversy among employees. Some employees perceive that the promotion process lacks transparency and effective communication. In several cases, employees with outstanding performance did not immediately receive promotion opportunities, while others with closer personal relationships to management appeared to receive greater consideration. Consequently, perceptions of unfairness, internal jealousy, and declining trust in the branch's career management system have emerged. These conditions may weaken employee morale and potentially increase turnover or transfers to other

branches. The main issues identified include suboptimal productivity levels, inconsistent quality of customer service, and complaints regarding data inaccuracies and delays in service processes. Inconsistent employee performance is often rooted in issues related to motivation and job satisfaction, while the existing promotion mechanism has not fully encouraged the creation of a healthy and competitive work environment. Based on these conditions, an important issue arises regarding the extent to which job promotion and work motivation influence employee performance, as well as how job satisfaction functions as an intervening variable within these relationships. This study is relevant because it is expected to provide strategic recommendations for the management of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office, in developing a more effective career development and motivational system to sustainably improve employee satisfaction and performance.

Research conducted by Putra and Indrawati (2021) strengthens the argument that a fair and measurable promotion system significantly influences employee performance because it creates a sense of trust and appreciation from the organization. Rahman and Yuliani (2020) found that motivation positively affects employee performance through increased work enthusiasm and responsibility. Furthermore, Wibowo and Sari (2021) demonstrated that employee performance is strongly influenced by motivation and job satisfaction. Research by Nurhayati (2022) proved that job satisfaction can mediate the relationship between job promotion and work motivation on employee performance. In other words, job satisfaction serves as a psychological bridge connecting managerial policies with actual performance outcomes. Based on the problems described above, the researcher considers it necessary to further investigate and analyze the influence of job promotion and work motivation on employee performance, with job satisfaction as an intervening variable at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office. Therefore, this study is entitled "The Influence of Job Promotion and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office."

## II. Literature Review and Hypothesis Development

### 2.1. Promotion

Promotion is an essential aspect of Human Resource Management that is closely associated with career development, employee motivation, and performance recognition. In general, promotion refers to the transfer of an employee to a higher position accompanied by greater authority, responsibility, status, and compensation (Hasibuan, 2020). This indicates that promotion is not merely a change in job position, but also a form of appreciation for employees who demonstrate strong competence and work performance. Siswanto (2020) explains that promotion opportunities can significantly influence employee performance because they encourage employees to work more effectively and remain committed to organizational goals. Therefore, promotion serves as a strategic organizational policy aimed at increasing employee motivation, loyalty, and productivity. The primary objectives of promotion include rewarding employee achievements, improving job satisfaction, enhancing motivation and loyalty, and placing employees according to their competencies and potential (Hasibuan, 2020). Promotion also provides employees with greater managerial responsibilities and career challenges, which contribute to professional growth and organizational effectiveness. In addition, a fair and transparent promotion system can strengthen a positive organizational culture and encourage employees to maintain high performance standards. Several factors influence promotion decisions within an organization. According to Hasibuan (2020), these factors include employee performance, loyalty, integrity, educational background, work experience, initiative, responsibility, and organizational needs. Employees with strong performance records, relevant experience, and high commitment are generally considered more eligible for promotion. Furthermore, organizational requirements and the availability of higher positions also play an important role in determining promotion opportunities. Afandi (2021) identifies several indicators commonly used to assess promotion eligibility, including honesty, educational qualifications, loyalty, work experience, competence, and discipline. Employees who demonstrate integrity, adequate knowledge,

relevant experience, and compliance with organizational regulations are more likely to receive promotion opportunities. These indicators reflect the organization's effort to ensure that promoted employees possess the necessary capabilities and attitudes to perform effectively in higher positions.

## 2.2. Work Motivation

Work motivation refers to the internal and external forces that encourage employees to perform effectively in achieving organizational goals. Robbins and Judge (2020) define motivation as a process that explains the intensity, direction, and persistence of an individual's efforts toward achieving goals. Similarly, Harahap and Tirtayasa (2020) describe work motivation as a set of attitudes and values that influence individuals to achieve specific objectives, encouraging them to work enthusiastically and productively. Therefore, work motivation can be understood as the driving force that directs employee behavior and performance within an organization. According to Hasibuan (2020), the main objectives of work motivation are to increase employee enthusiasm, improve productivity, develop responsibility, enhance job satisfaction, and support the achievement of organizational goals effectively and efficiently. Motivated employees tend to demonstrate stronger commitment, higher performance, and greater involvement in organizational activities. Work motivation is influenced by both internal and external factors (Hasibuan, 2020). Internal factors include personal needs, expectations of rewards, responsibility, achievement orientation, job satisfaction, and individual values. Meanwhile, external factors involve leadership, compensation systems, organizational fairness, work environment, relationships with colleagues and supervisors, as well as organizational culture and policies. These factors collectively determine the level of employee motivation and work performance.

Several theories explain the concept of work motivation. Maslow's Hierarchy of Needs Theory states that human needs are arranged in five levels: physiological, safety, social, esteem, and self-actualization needs. According to Maslow, employees are motivated when their lower-level needs are fulfilled, enabling them to pursue higher-level needs such as recognition and self-development. In organizational settings, promotion opportunities, fair compensation, and career development are considered important factors in fulfilling these needs. Herzberg's Two-Factor Theory distinguishes between motivator factors and hygiene factors. Motivator factors, such as achievement, recognition, responsibility, and career advancement, create job satisfaction and increase intrinsic motivation. In contrast, hygiene factors, including salary, working conditions, company policies, and supervision, prevent dissatisfaction but do not necessarily increase motivation. Herzberg emphasizes that organizations should not only provide adequate working conditions but also offer opportunities for growth and recognition to maintain employee motivation.

Vroom's Expectancy Theory explains that employee motivation depends on the belief that effort will lead to good performance and that performance will result in valuable rewards. The theory consists of three components: expectancy, instrumentality, and valence. According to Vroom, employees will be highly motivated when they believe their efforts will produce fair and meaningful outcomes. Therefore, organizations need to establish transparent relationships between performance and rewards to maintain employee motivation. Robbins and Judge (2020) identify three main indicators of work motivation: intensity, direction, and persistence. Intensity refers to the level of effort exerted by employees, direction refers to how well the effort aligns with organizational goals, and persistence reflects the ability to maintain effort despite challenges or obstacles. These indicators demonstrate the extent to which employees remain committed to achieving organizational objectives.

## 2.3. Job Satisfaction

Job satisfaction refers to an employee's positive emotional attitude toward their work. Robbins and Judge (2020) define job satisfaction as a positive feeling about a job resulting from an evaluation of its characteristics. Similarly, Handoko (2020) states that job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work and work environment. Thus, job satisfaction can be understood

as the result of employees' evaluation of whether their expectations align with the reality they experience in the workplace. According to Hasibuan (2020), the objectives of job satisfaction are to improve employee morale and productivity, create harmonious relationships among employees and supervisors, reduce absenteeism and turnover, strengthen employee loyalty, and support the achievement of organizational goals effectively and efficiently. Employees who feel satisfied with their jobs are more likely to demonstrate commitment, responsibility, and higher performance. Several factors influence job satisfaction. Hasibuan (2020) identifies fair compensation, interesting work, a supportive work environment, harmonious relationships with colleagues and supervisors, and opportunities for achievement and career development as the main factors contributing to job satisfaction. These factors play an important role in shaping employees' attitudes and emotional responses toward their work. Hasibuan (2020) also explains several indicators of job satisfaction, including the job itself, supervisors, coworkers, promotion opportunities, and salary or wages. Employees tend to feel satisfied when their work matches their skills and expectations, when they receive support from supervisors and coworkers, when promotion opportunities are available, and when compensation is considered fair and appropriate to their responsibilities. These indicators reflect the extent to which employees experience comfort, recognition, and fulfillment in their workplace.

#### 2.4. Employee Performance

Employee performance refers to the quality and quantity of work achieved by employees in carrying out their duties and responsibilities. Mangkunegara (2017) defines employee performance as the quantitative and qualitative results achieved by employees in performing tasks according to their responsibilities. Similarly, Hasibuan (2018) states that performance is the result of work achieved through skills, effort, and available opportunities. Therefore, employee performance can be understood as the achievement of organizational goals through effective and efficient work behavior, supported by ability, motivation, cooperation, and discipline. According to Mangkunegara (2020), the objectives of employee performance assessment include measuring employee achievement, supporting managerial decision-making, improving motivation and productivity, enhancing organizational effectiveness and efficiency, evaluating employee-job suitability, and serving as a tool for human resource evaluation and control. Performance assessment is important for ensuring that employees contribute optimally to organizational success. Employee performance is influenced by both internal and external factors. Internal factors include ability, work motivation, job satisfaction, attitude and commitment, as well as work ethic and personality (Mangkunegara, 2020). Meanwhile, external factors consist of leadership, work environment, compensation and reward systems, work relationships and communication, organizational culture, and opportunities for promotion and career development. These factors collectively affect employees' productivity and overall work outcomes. Mangkunegara (2017) identifies several indicators of employee performance, including quality of work, quantity of work, task implementation, and responsibility. Quality of work refers to the accuracy and neatness of work results, while quantity of work measures the amount of work completed within a certain period. Task implementation reflects the employee's accuracy in carrying out duties with minimal errors, and responsibility indicates employees' awareness and commitment in completing assigned tasks effectively.

#### 2.5. Hypothesis Development

##### a. Relationship between Job Promotion and Job Satisfaction

Job promotion is a form of organizational recognition for employee performance and loyalty. When employees perceive opportunities for career advancement, they tend to feel valued and more satisfied with their jobs. Sari and Suprayitno (2021) found that job promotion has a significant positive effect on employee job satisfaction.

*H1 : Job promotion has a positive and significant effect on job satisfaction at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office.*

b. Relationship between Work Motivation and Job Satisfaction

Work motivation encourages individuals to work harder and achieve organizational targets. Higher levels of work motivation lead to greater job satisfaction among employees. Fitriani and Nugraha (2020) stated that both intrinsic and extrinsic motivation have a significant effect on job satisfaction.

*H2 : Work motivation has a positive and significant effect on job satisfaction at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office.*

c. Relationship between Job Promotion and Employee Performance

Job promotion signals that the organization appreciates employees' competence and work achievements, which encourages them to improve their performance in order to maintain their new position. Lestari and Hidayat (2020) stated that job promotion directly improves employee performance.

*H3 : Job promotion has a positive and significant effect on employee performance at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office.*

d. Relationship between Work Motivation and Employee Performance

Motivation is one of the main driving factors in improving productivity and work quality. Motivated employees tend to be more enthusiastic and result-oriented in carrying out their duties. Simanjuntak and Yusuf (2021) demonstrated that work motivation has a significant effect on employee performance.

*H4 : Work motivation has a positive and significant effect on employee performance at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office.*

e. Relationship between Job Satisfaction and Employee Performance

Employees who are satisfied with their jobs tend to perform better, demonstrate stronger commitment, and achieve higher productivity. Robbins and Judge (2020) explained that job satisfaction is a major determinant of employee performance. Maulana and Dewi (2021) also proved that job satisfaction has a significant positive effect on employee performance in the service sector.

*H5 : Job satisfaction has a positive and significant effect on employee performance at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office.*

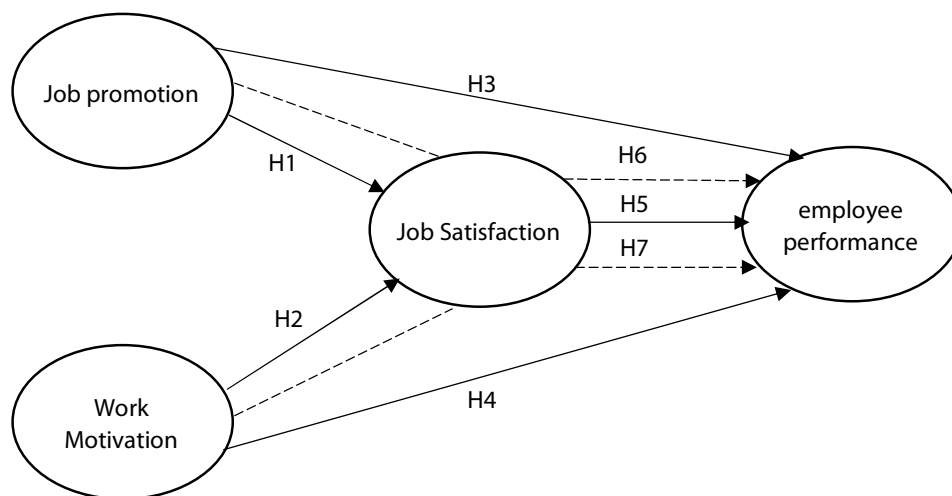
f. Indirect Relationship between Job Promotion and Employee Performance through Job Satisfaction

Employees who receive promotions tend to feel appreciated, which increases their job satisfaction and ultimately improves their performance. Therefore, job satisfaction acts as a mediating variable in the relationship between job promotion and employee performance. Supriyanto and Wulandari (2021) found that job satisfaction mediates the effect of promotion on employee performance. Similarly, Dewi and Ariyanto (2023) stated that job satisfaction strengthens the relationship between promotion and employee performance.

*H6 : Job promotion has a positive and significant effect on employee performance through job satisfaction as an intervening variable at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office.*

g. Indirect Relationship between Work Motivation and Employee Performance through Job Satisfaction  
High work motivation increases job satisfaction, which in turn enhances employee performance. Thus, job satisfaction serves as a mediating variable between work motivation and employee performance. Nugroho and Lestari (2022) showed that job satisfaction positively mediates the relationship between motivation and performance, indicating that higher motivation leads to greater satisfaction and improved performance. Handayani (2021) also found that work motivation positively affects job satisfaction, while job satisfaction positively influences employee performance.

*H7: Work motivation has a positive and significant effect on employee performance through job satisfaction as an intervening variable at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office.*



**Figure 1. Research Concept Framework**

### III. Research Method

#### 3.1. Research Type and Design

This study employed a survey research design aimed at analyzing facts and data relevant to the research problem. The study focused on examining the effect of promotion and work motivation on employee performance, with job satisfaction serving as an intervening variable. This research applied a quantitative approach, which is used to test theories by analyzing the relationships and effects among variables.

#### 3.2. Types and Sources of Data

This study utilized both qualitative and quantitative data. Qualitative data consisted of verbal and written information obtained during the research process, serving as supporting information. Quantitative data consisted of numerical data collected for statistical analysis. The data sources used in this study included primary and secondary data. Primary data were obtained directly through interviews and questionnaires distributed to respondents. Secondary data were collected from documentation and library research, including company profiles, employee data, and organizational structure documents.

### 3.3. Data Collection Techniques

#### a. Questionnaire

The primary data collection method used in this study was a personally administered questionnaire (Sugiyono, 2018:215). The study employed closed-ended questionnaires distributed directly to respondents, allowing them to select answers from the available options. The questionnaire items were measured using a five-point Likert scale, consisting of: (1) Strongly Agree (5), (2) Agree (4), (3) Neutral (3), (4) Disagree (2), and (5) Strongly Disagree (1).

#### b. Documentation (Library Research)

Documentation data were collected through the review of references, literature, and relevant sources related to the research topic.

### 3.4. Population and Sample

#### a. Population

Sugiyono (2018:80) defines population as the entire group of elements that become the object of generalization in a study. The population in this research consisted of all permanent employees of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office, totaling 118 employees.

#### b. Sample

According to Sugiyono (2018), a sample is a subset of the population selected to represent the characteristics of the entire population. This study used a saturated sampling technique, in which all members of the population were included as research samples. Therefore, the sample consisted of all 118 permanent employees of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office.

### 3.5. Data Analysis

Data analysis is the process of organizing, processing, interpreting, and drawing conclusions from collected data (Priyatno, 2018:95). Sugiyono (2018:246) explains that data analysis is conducted after field data have been collected. Therefore, data analysis is essential to transform research data into meaningful findings that support the research objectives. This study employed both descriptive and inferential statistical analysis. Descriptive statistics were used to describe respondent characteristics and research variables through measures such as mean and standard deviation. Inferential analysis was conducted using the Structural Equation Model (SEM) with the Partial Least Squares (PLS) approach to examine the relationships among variables. The analysis was performed using the SmartPLS software program.

#### a. Descriptive Analysis

Descriptive analysis is a method used to organize, classify, analyze, and objectively interpret data in order to provide a clear description of the research problem and findings. In this study, descriptive statistics were used to explain respondent characteristics, including age, gender, educational background, and years of service. In addition, descriptive analysis was applied to examine respondents' perceptions regarding promotion, work motivation, job satisfaction, and employee performance. To interpret respondents' answers, a scoring analysis was conducted for each variable based on the Likert scale (Sugiyono, 2018:147). The class interval value obtained was 0.80, which was used to classify the average scores into the following categories:

- 1.00 – 1.80: Very Poor / Very Low
- 1.81 – 2.60: Poor / Low
- 2.61 – 3.40: Fair / Moderate

- 3.41 – 4.20: Good / High
- 4.21 – 5.00: Very Good / Very High

b. Hypothesis Testing

The hypotheses in this study were tested at a significance level of 0.05 with a 95% confidence level. Hypothesis testing was conducted by comparing the significance value with the alpha value (0.05). If the significance value was less than 0.05, the null hypothesis ( $H_0$ ) was rejected and the alternative hypothesis ( $H_a$ ) was accepted, indicating that the independent variable had a significant effect on the dependent variable. Conversely, if the significance value was greater than 0.05,  $H_0$  was accepted and  $H_a$  was rejected, indicating that the independent variable did not significantly affect the dependent variable.

c. Partial Least Squares (PLS-SEM)

According to Hair et al. (2019), PLS-SEM is a multivariate statistical method used to examine relationships among variables simultaneously for prediction, exploration, and structural model development. This method does not require a normal data distribution, can handle complex models, and is suitable for predictive and exploratory research (Hair et al., 2019). Ghozali (2018) states that PLS-SEM evaluation consists of three stages: measurement model evaluation, structural model evaluation, and model fit assessment. Sarstedt et al. (2020) further explain that the embedded two-stage approach can be applied in second-order models. The first stage estimates dimensions or sub-variables using indicators, while the second stage uses latent variable scores as dimension scores. PLS-SEM analysis includes two main stages:

1) Measurement Model Evaluation (Outer Model)

The outer model evaluation examined the validity and reliability of the constructs. The assessment included:

- Outer Loading (Loading Factor): Measures indicator validity in explaining variables. According to Hair et al. (2019), acceptable loading values should be  $\geq 0.70$ .
- Composite Reliability: Measures internal consistency reliability, with recommended values  $\geq 0.70$ .
- Cronbach's Alpha: Measures internal consistency among indicators. Hair et al. (2019) recommend values  $\geq 0.70$ , although values between 0.60–0.70 are still acceptable (Ghozali, 2018).
- Average Variance Extracted (AVE): Measures convergent validity by evaluating the variance explained by indicators. Recommended AVE values are  $\geq 0.50$ .
- Fornell and Larcker Criterion: Used to assess discriminant validity by comparing the square root of AVE with correlations among constructs. Good discriminant validity is achieved when the square root of AVE is greater than the inter-construct correlations.

2) Structural Model Evaluation (Inner Model)

The inner model evaluation aimed to test the research hypotheses and examine the relationships among variables. The analysis included:

- Multicollinearity Test: Multicollinearity was assessed using the Variance Inflation Factor (VIF). Inner VIF values below 5 indicate low multicollinearity among variables.
- Path Coefficient Significance Test: Hypothesis testing was conducted using p-values. A p-value below 0.05 indicates a significant relationship between variables.
- F-Square (Effect Size): Used to measure the strength of the structural effect. According to Hair et al. (2019), F-square values of 0.02, 0.15, and 0.35 indicate small, moderate, and large effects, respectively.
- R-Square: Measures the proportion of variance in endogenous variables explained by exogenous variables. Chin, cited in Hair et al. (2019), categorizes R-square values of 0.19 as weak, 0.33 as moderate, and 0.66 as substantial.

## IV. Result and Discussion

### 4.1. Analysis Result

#### a. Characteristics of Research Respondents

The respondents in this study were permanent employees of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch, totaling 118 employees. Permanent employees were selected as the respondents because they were considered the most appropriate and highly relevant to the variables examined in this study. The following academic considerations formed the basis for selecting the sample:

#### a. Representation of the Job Promotion Variable

Permanent employees are considered an appropriate representation for research on job promotion because they are the primary focus of the company's career development policies. In addition, they possess stable performance history records and demonstrate long-term commitment to the organization, thereby providing more accurate data related to job promotion.

#### b. Representation of the Work Motivation Variable

Permanent employees are an appropriate sample for research on work motivation because they generally have stable employment status within the company and relatively stable intrinsic motivation. As a result, they tend to be motivated by deeper factors such as recognition and career development rather than merely short-term financial rewards. This allows researchers to measure long-term motivational factors rather than temporary contractual compliance.

#### c. Representation of the Job Satisfaction Variable

Permanent employees are suitable and commonly used as samples in job satisfaction research because they possess more comprehensive characteristics, experiences, and perspectives regarding the company compared to contract employees. Permanent employees also tend to experience greater job security. Consequently, their assessment of job satisfaction is not dominated by concerns about contract termination but is instead focused on functional aspects such as organizational culture, company policies, relationships with coworkers, and supervisors. Therefore, permanent employees are considered more valid respondents for job satisfaction research.

#### d. Employee Performance

Permanent employees are frequently selected as appropriate samples in employee performance research because they possess the job stability required for such studies. This ensures that the performance data collected are not disrupted by high employee turnover. Permanent employees also provide more consistent long-term historical data compared to contract employees, which is essential in employee performance research. Therefore, they are considered capable of providing accurate data regarding employee performance.

The characteristics of respondents in this study were classified based on gender, educational background, and length of service, as described below:

**Table 2. Respondent Characteristics Based on Gender**

Gender	Number of Employees	Percentage
Male	72 Employees	61%
Female	46 Employees	39%
Total	118 Employees	100%

Based on Table 2, 72 respondents (61%) were male, while 46 respondents (39%) were female. Therefore, it can be concluded that most respondents in this study were male employees, accounting for 72 respondents or 61% of the total sample.

**Table 3. Respondent Characteristics Based on Educational Background**

<b>Educational Background</b>	<b>Number of Employees</b>	<b>Percentage</b>
Bachelor's Degree	101 Employees	86%
Postgraduate Degree	17 Employees	14%
Total	118 Employees	100%

Based on Table 3, it can be observed that 101 respondents (86%) held a bachelor's degree, while 17 respondents (14%) held a postgraduate degree. Therefore, it can be concluded that the majority of respondents in this study had a bachelor's degree, representing 101 respondents or 86% of the total sample.

**Table 4. Respondent Characteristics Based on Length of Service**

<b>Length of Service</b>	<b>Number of Employees</b>	<b>Percentage</b>
0–3 Years	14 Employees	12%
>3–6 Years	37 Employees	31%
>6–9 Years	28 Employees	24%
>9–12 Years	19 Employees	16%
>12–15 Years	12 Employees	10%
>15 Years	8 Employees	7%
Total	118 Employees	100%

Based on Table 4, it can be seen that 14 respondents (12%) had a length of service of 0–3 years, 37 respondents (31%) had worked for more than 3–6 years, 28 respondents (24%) had worked for more than 6–9 years, 19 respondents (16%) had worked for more than 9–12 years, 12 respondents (10%) had worked for more than 12–15 years, and 8 respondents (7%) had worked for more than 15 years. Therefore, it can be concluded that the majority of respondents in this study had a length of service of more than 3–6 years, accounting for 37 respondents or 31% of the total sample.

b. Descriptive Analysis of Research Variables

The variables used in this study consisted of job promotion, work motivation, job satisfaction, and employee performance.

1) Descriptive Analysis of Job Promotion

The descriptive analysis of the job promotion variable is presented as follows:

**Table 5. Descriptive Analysis of the Job Promotion Variable**

<b>Indicator</b>	<b>Sample</b>	<b>Response</b>					<b>Mean</b>
		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	
		<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	
X1.1	118	1	8	30	55	24	3,79
X1.2	118	1	8	17	56	36	4,00
X1.3	118	1	7	46	37	27	3,69
X1.4	118	2	8	30	51	27	3,79
X1.5	118	2	14	41	40	21	3,54
X1.6	118	3	13	42	39	21	3,53
Average Questionnaire Response for Job Promotion							3,72

Based on Table 5, it can be explained that respondents' perceptions of the job promotion variable had an average score of 3.72, indicating that the job promotion program implemented at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch falls into the good category. This means that employees perceive the company as providing equal opportunities for all employees to develop their careers through job promotion programs. The highest score was found in the statement, "Employees' knowledge and insight support their eligibility for job promotion (Indicator X1.2)," which obtained an average score of 4.00. This indicates that employees believe they deserve opportunities for promotion based on their knowledge and insight. The lowest score was found in the statement, "Discipline is one of the main aspects assessed in job promotion (Indicator X1.6)," which obtained an average score of 3.53. This indicates that some employees were less likely to agree that discipline should be the primary aspect considered in job promotion assessments. However, the majority of respondents selected "Agree" (score 4) and "Strongly Agree" (score 5).

2) Descriptive Analysis of Work Motivation

The descriptive analysis of the work motivation variable is presented as follows:

**Table 6. Descriptive Analysis of the Work Motivation Variable**

Indicator	Sample	Response					Mean
		SD	D	N	A	SA	
		(1)	(2)	(3)	(4)	(5)	
X2.1	118	2	5	39	54	18	3.69
X2.2	118	2	5	28	54	29	3.87
X2.3	118	2	4	32	48	32	3.88
Average Questionnaire Response for Work Motivation							3,81

Based on Table 6, it can be explained that respondents' perceptions of the work motivation variable had an average score of 3.81, indicating that the level of work motivation among employees of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch falls into the high category. This means that the employees possess a high level of motivation in carrying out their job responsibilities. The highest score was found in the statement, "I am committed to completing all of my work (Indicator X2.3)," which obtained an average score of 3.88. This indicates that employees have a strong commitment to completing all tasks and responsibilities assigned to them within the company. The lowest score was found in the statement, "I strive as hard as possible to complete my work with the best results (Indicator X2.1)," which obtained an average score of 3.69. This indicates that some employees still experience difficulties in completing their work with results that meet the company's work standards. Nevertheless, the majority of respondents selected "Agree" (score 4) and "Strongly Agree" (score 5).

3) Descriptive Analysis of Job Satisfaction

The descriptive analysis of the job satisfaction variable is presented as follows:

**Table 7. Descriptive Analysis of the Job Satisfaction Variable**

Indicator	Sample	Response					Mean
		SD	D	N	A	SA	
		(1)	(2)	(3)	(4)	(5)	
Z1	118	1	4	23	53	37	4.03
Z2	118	1	9	42	40	26	3.69
Z3	118	0	12	29	52	25	3.76
Z4	118	0	12	27	54	25	3.78
Z5	118	1	8	29	53	27	3.82
Average Questionnaire Response for Job Satisfaction							3,82

Based on Table 7, it can be explained that respondents' perceptions of the job satisfaction variable had an average score of 3.82, indicating that the level of job satisfaction among employees of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch falls into the high category. This indicates that the human resource policies implemented by the company's management, such as employee placement, career development opportunities, salary systems, and a conducive work environment, are aligned with employees' expectations and are therefore able to create job satisfaction among employees. The highest score was found in the statement, "The work performed is in accordance with the employee's abilities and expertise (Indicator Z1)," which obtained an average score of 4.03. This indicates that the company's employee placement policy is considered highly appropriate because it matches employees' abilities and expertise, resulting in employees feeling satisfied with their positions. The lowest score was found in the statement, "Supervisors appreciate the work achievements attained by employees (Indicator Z2)," which obtained an average score of 3.69. This indicates that some employees still perceive that supervisors provide insufficient positive recognition for employees' work achievements. Nevertheless, the majority of respondents selected "Agree" (score 4) and "Strongly Agree" (score 5).

4) Descriptive Analysis of Employee Performance

The descriptive analysis of the employee performance variable is presented as follows:

**Table 8. Descriptive Analysis of the Employee Performance Variable**

Indicator	Sample	Response					Mean
		SD	D	N	A	SA	
		(1)	(2)	(3)	(4)	(5)	
Y1	118	4	6	25	57	26	3.81
Y2	118	3	5	36	54	20	3.70
Y3	118	3	4	13	55	43	4.11
Y4	118	4	6	41	35	32	3.72
Average Questionnaire Response for Employee Performance							3,83

Based on Table 8, it can be explained that respondents' perceptions of the employee performance variable had an average score of 3.83, indicating that the performance of employees at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch falls into the good category. This indicates that, in general, employees are able to complete all tasks and responsibilities assigned to them and possess high work motivation. Consequently, employees demonstrate a strong commitment to the company, which ultimately contributes to good performance outcomes. The highest score was found in the statement, "Employees are able to complete work according to the time targets established by the company (Indicator Y3)," which obtained an average score of 4.11. This indicates that, in general, employees have the ability to complete all work targets within the deadlines established by the company, thereby enabling the organization to implement all strategic policies effectively. The lowest score was found in the statement, "Employees have achieved the targets established by the company (Indicator Y2)," which obtained an average score of 3.70. This indicates that some employees still experience obstacles in achieving the work targets established by the company. Nevertheless, the majority of respondents selected "Agree" (score 4) and "Strongly Agree" (score 5).

c. Evaluation of the Measurement Model (Outer Model)

The results of the measurement model (outer model) analysis are presented as follows:

1) Outer Loading or Loading Factor

Outer Loading or Loading Factor describes the level of validity of statement items in measuring variables. The results of the Outer Loading or Loading Factor test are presented as follows:

**Table 9. Outer Loading or Loading Factor**

Variable	Outer Loadings Value	Conclusion
X1_1 ← Job Promotion	0.863 > 0.7	Valid
X1_2 ← Job Promotion	0.815 > 0.7	
X1_3 ← Job Promotion	0.802 > 0.7	
X1_4 ← Job Promotion	0.781 > 0.7	
X1_5 ← Job Promotion	0.797 > 0.7	
X1_6 ← Job Promotion	0.851 > 0.7	
X2_1 ← Work Motivation	0.799 > 0.7	
X2_2 ← Work Motivation	0.848 > 0.7	
X2_3 ← Work Motivation	0.885 > 0.7	
Y1 ← Employee Performance	0.810 > 0.7	
Y2 ← Employee Performance	0.921 > 0.7	
Y3 ← Employee Performance	0.881 > 0.7	
Y4 ← Employee Performance	0.858 > 0.7	
Z1 ← Job Satisfaction	0.857 > 0.7	
Z2 ← Job Satisfaction	0.882 > 0.7	
Z3 ← Job Satisfaction	0.884 > 0.7	
Z4 ← Job Satisfaction	0.746 > 0.7	
Z5 ← Job Satisfaction	0.863 > 0.7	

Based on Table 9, the results of the Outer Loading or Loading Factor test can be explained as follows:

- The job promotion variable was represented by six indicators with loading factor values ranging from 0.781 to 0.863, all of which exceeded 0.7 and were therefore considered valid. This indicates that all indicators were capable of reflecting the measurement of the job promotion variable.
- The work motivation variable was represented by three indicators with loading factor values ranging from 0.799 to 0.885, all of which exceeded 0.7 and were therefore considered valid. This indicates that all indicators were capable of reflecting the measurement of the work motivation variable.
- The employee performance variable was represented by four indicators with loading factor values ranging from 0.810 to 0.921, all of which exceeded 0.7 and were therefore considered valid. This indicates that all indicators were capable of reflecting the measurement of the employee performance variable.
- The job satisfaction variable was represented by five indicators with loading factor values ranging from 0.746 to 0.882, all of which exceeded 0.7 and were therefore considered valid. This indicates that all indicators were capable of reflecting the measurement of the job satisfaction variable.

2) Composite Reliability

Composite Reliability describes the level of reliability or internal consistency in measuring variables.

The results of the Composite Reliability test are presented as follows:

**Table 10. Composite Reliability**

Variable	Composite Reliability	Conclusion
Job Promotion	0.927 > 0.70	Reliable
Work Motivation	0.929 > 0.70	
Employee Performance	0.872 > 0.70	
Job Satisfaction	0.922 > 0.70	

Based on Table 10, it can be explained that the Composite Reliability value for job promotion was 0.927 > 0.70, work motivation was 0.929 > 0.70, employee performance was 0.872 > 0.70, and job satisfaction

was  $0.922 > 0.70$ . Since all variables had Composite Reliability values greater than 0.70 ( $CR > 0.70$ ), all variables were declared reliable.

3) Cronbach's Alpha

Cronbach's Alpha is a measure of internal consistency reliability used to determine how closely related the items or indicators within a construct are. The results of the Cronbach's Alpha test are presented as follows:

**Table 11. Cronbach's Alpha**

Variable	Cronbach's Alpha	Conclusion
Job Promotion	$0.901 > 0.70$	Reliable
Work Motivation	$0.898 > 0.70$	
Employee Performance	$0.779 > 0.70$	
Job Satisfaction	$0.900 > 0.70$	

Based on Table 11, it can be explained that the Cronbach's Alpha value for job promotion was  $0.901 > 0.70$ , work motivation was  $0.898 > 0.70$ , employee performance was  $0.779 > 0.70$ , and job satisfaction was  $0.900 > 0.70$ . Since all variables had Cronbach's Alpha values greater than 0.70 ( $CA > 0.70$ ), all variables were declared reliable.

4) Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is an indicator of convergent validity that measures the extent to which the variance of indicators (questionnaire items) is able to explain the research variables. The results of the Average Variance Extracted (AVE) test are presented as follows:

**Table 12. Average Variance Extracted (AVE)**

Variable	AVE	Conclusion
Job Promotion	$0.665 > 0.50$	Accepted
Work Motivation	$0.694 > 0.50$	
Employee Performance	$0.766 > 0.50$	
Job Satisfaction	$0.718 > 0.50$	

Based on Table 12, the results of the Average Variance Extracted (AVE) test can be explained as follows:

- The Average Variance Extracted (AVE) value for job promotion was  $0.665 > 0.50$ , indicating that it met the requirement for good convergent validity. Overall, the variation of measurement items contained in the job promotion variable reached 66.5%.
- The Average Variance Extracted (AVE) value for work motivation was  $0.694 > 0.50$ , indicating that it met the requirement for good convergent validity. Overall, the variation of measurement items contained in the work motivation variable reached 69.4%.
- The Average Variance Extracted (AVE) value for employee performance was  $0.766 > 0.50$ , indicating that it met the requirement for good convergent validity. Overall, the variation of measurement items contained in the employee performance variable reached 76.6%.
- The Average Variance Extracted (AVE) value for job satisfaction was  $0.718 > 0.50$ , indicating that it met the requirement for good convergent validity. Overall, the variation of measurement items contained in the job satisfaction variable reached 71.8%.

5) Heterotrait-Monotrait Ratio (HTMT) (Hair  $< 0.9$ )

The results of the Heterotrait-Monotrait Ratio (HTMT) test are presented as follows:



**Table 13. Heterotrait-Monotrait Ratio (HTMT)**

Variable	Job Satisfaction	Employee Performance	Work Motivation
Job Satisfaction			
Employee Performance	0.842		
Work Motivation	0.778	0.798	
Job Promotion	0.805	0.797	0.776

Source: Processed data using SmartPLS Version 4

Based on Table 13, it can be seen that the results of the test showed that the Heterotrait-Monotrait Ratio (HTMT) value for each pair of variables was lower than 0.90 (HTMT < 0.90). Therefore, it can be concluded that discriminant validity was achieved.

6) Fornell and Larcker Criterion

The results of the Fornell and Larcker Criterion test are presented as follows:

**Table 14. Fornell and Larcker Criterion**

Variable	Job Satisfaction	Employee Performance	Work Motivation	Job Promotion
Job Satisfaction	0.847			
Employee Performance	0.769	0.875		
Work Motivation	0.660	0.666	0.833	
Job Promotion	0.750	0.732	0.657	0.815

Based on Table 14, the results of the Fornell and Larcker Criterion test can be explained as follows:

- Job satisfaction had an AVE square root value of 0.847, which was greater than its correlations with employee performance (0.769), work motivation (0.660), and job promotion (0.750). These results indicate that the discriminant validity of the job satisfaction variable was achieved.
- Employee performance had an AVE square root value of 0.875, which was greater than its correlations with work motivation (0.666) and job promotion (0.732). These results indicate that the discriminant validity of the employee performance variable was achieved.
- Work motivation had an AVE square root value of 0.833, which was greater than its correlation with job promotion (0.657). These results indicate that the discriminant validity of the work motivation variable was achieved.

d. Structural Model Analysis (Inner Model)

1) Multicollinearity Test

The results of the model multicollinearity test are presented as follows:

**Table 15. Multicollinearity Test**

Variable	Job Satisfaction	Employee Performance
Job Satisfaction		2.579 < 5
Employee Performance		
Work Motivation	1.758 < 5	1.981 < 5
Job Promotion	1.758 < 5	2.559 < 5

Based on Table 15, it can be explained that the results of the multicollinearity test showed that the inner VIF values of all variables were below 5 (inner VIF < 5). Therefore, it can be concluded that the level of multicollinearity among the variables was low, indicating that no multicollinearity problem occurred.

2) Path Coefficient Significance Test

The results of the Path Coefficient significance test (hypothesis testing) are presented as follows:

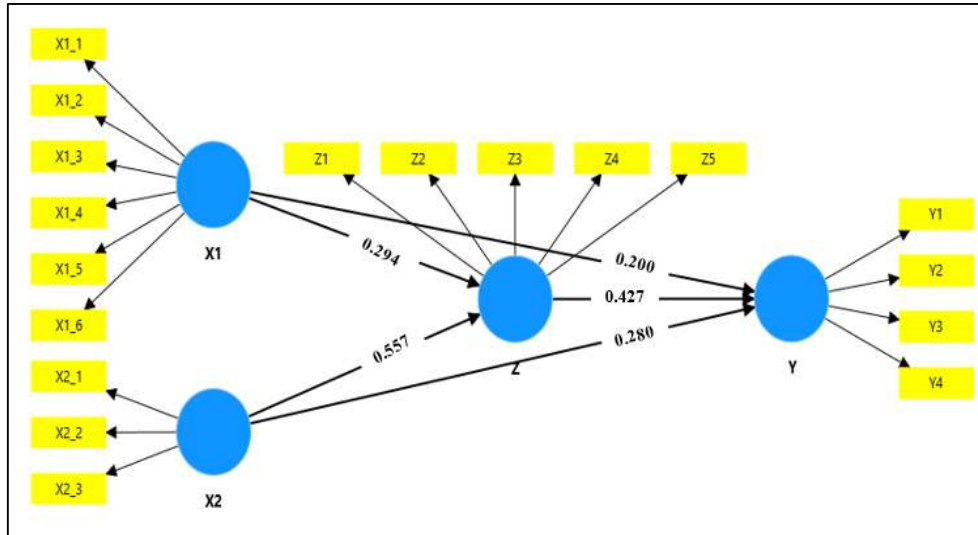


Figure 16. Results of the Path Coefficient Significance Test

a) Path Coefficient Significance Test for Direct Effects

Table 16. Path Coefficient Significance Test for Direct Effects

Variable	Path Coefficient	P-values	95% Interval Path Coefficient (2.5%)	95% Interval Path Coefficient (97.5%)
Job Satisfaction → Employee Performance	0.427	0.000	0.150	0.626
Work Motivation → Job Satisfaction	0.294	0.002	0.113	0.482
Work Motivation → Employee Performance	0.200	0.027	0.036	0.389
Job Promotion → Job Satisfaction	0.557	0.000	0.389	0.717
Job Promotion → Employee Performance	0.280	0.007	0.098	0.507

Based on Table 16, the results of the direct effect Path Coefficient significance test can be explained as follows:

(1) The Effect of Job Promotion on Job Satisfaction

The path coefficient value for the effect of job promotion on job satisfaction was 0.557, with a p-value of  $0.000 < 0.05$ . This indicates that job promotion had a positive and significant effect on job satisfaction. In other words, every increase in job promotion would increase job satisfaction, and conversely, every decrease in job promotion would reduce job satisfaction. Therefore, the hypothesis stating that job promotion has a positive and significant effect on job satisfaction at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office was accepted.

(2) The Effect of Work Motivation on Job Satisfaction

The path coefficient value for the effect of work motivation on job satisfaction was 0.294, with a p-value of  $0.002 < 0.05$ . This indicates that work motivation had a positive and significant effect on job satisfaction. This means that every increase in work motivation would increase job satisfaction, and conversely, every decrease in work motivation would reduce job satisfaction. Therefore, the hypothesis stating that work motivation has a positive and significant effect on job satisfaction at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office was accepted.

(3) The Effect of Job Promotion on Employee Performance

The path coefficient value for the effect of job promotion on employee performance was 0.280, with a p-value of  $0.007 < 0.05$ . This indicates that job promotion had a positive and significant effect on employee performance. This means that every increase in job promotion would improve employee performance, and conversely, every decrease in job promotion would reduce employee performance. Therefore, the hypothesis stating that job promotion has a positive and significant effect on employee performance at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office was accepted.

(4) The Effect of Work Motivation on Employee Performance

The path coefficient value for the effect of work motivation on employee performance was 0.200, with a p-value of  $0.027 < 0.05$ . This indicates that work motivation had a positive and significant effect on employee performance. This means that every increase in work motivation would improve employee performance, and conversely, every decrease in work motivation would reduce employee performance. Therefore, the hypothesis stating that work motivation has a positive and significant effect on employee performance at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office was accepted.

(5) The Effect of Job Satisfaction on Employee Performance

The path coefficient value for the effect of job satisfaction on employee performance was 0.427, with a p-value of  $0.000 < 0.05$ . This indicates that job satisfaction had a positive and significant effect on employee performance. This means that every increase in job satisfaction would improve employee performance, and conversely, every decrease in job satisfaction would reduce employee performance. Therefore, the hypothesis stating that job satisfaction has a positive and significant effect on employee performance at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office was accepted.

b) Path Coefficient Significance Test for Mediation Effects

**Table 17. Path Coefficient Significance Test for Mediation Effects**

Variable	Path Coefficient	P-values	95% Interval Path Coefficient (2.5%)	95% Interval Path Coefficient (97.5%)
Work Motivation → Job Satisfaction → Employee Performance	0.125	0.026	0.024	0.244
Job Promotion → Job Satisfaction → Employee Performance	0.238	0.001	0.085	0.370

Based on Table 17, the results of the mediation effect Path Coefficient significance test can be explained as follows:

1) The Effect of Job Promotion on Employee Performance Through Job Satisfaction as a Mediating Variable

The path coefficient value was 0.238, with a p-value of  $0.001 < 0.05$ . This indicates that job promotion had a positive and significant effect on employee performance through job satisfaction as an intervening variable. This means that every increase in job promotion would increase job satisfaction, which in turn would encourage improved employee performance. Therefore, the hypothesis stating that job promotion has a positive and significant effect on employee performance through job satisfaction as an intervening variable at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office was accepted.

2) The Effect of Work Motivation on Employee Performance Through Job Satisfaction as a Mediating Variable

The path coefficient value was 0.125, with a p-value of  $0.026 < 0.05$ . This indicates that work motivation had a positive and significant effect on employee performance through job satisfaction as an intervening variable. This means that every increase in work motivation would increase job satisfaction, which in turn would encourage improved employee performance. Therefore, the hypothesis stating that work motivation has a positive and significant effect on employee performance through job satisfaction as an intervening variable at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office was accepted.

3) Effect Size (F-Square)

The results of the F-Square effect size test are presented as follows:

**Table 18. F-Square**

Variable	F-Square
Job Satisfaction → Employee Performance	0.211
Work Motivation → Job Satisfaction	0.127
Work Motivation → Employee Performance	0.061
Job Promotion → Job Satisfaction	0.456
Job Promotion → Employee Performance	0.092

Based on Table 18, the results of the F-Square test can be explained as follows:

- The F-Square value for the effect of job promotion on job satisfaction was 0.456 (f-square = 0.456), indicating that the presence of job promotion in improving job satisfaction had a strong effect at the structural level.
- The F-Square value for the effect of work motivation on job satisfaction was 0.127 (f-square = 0.127), indicating that the presence of work motivation in improving job satisfaction had a low effect at the structural level.
- The F-Square value for the effect of job promotion on employee performance was 0.092 (f-square = 0.092), indicating that the presence of the job promotion variable in improving employee performance had a low effect at the structural level.
- The F-Square value for the effect of work motivation on employee performance was 0.061 (f-square = 0.061), indicating that the presence of work motivation in improving employee performance had a low effect at the structural level.
- The F-Square value for the effect of job satisfaction on employee performance was 0.211 (f-square = 0.211), indicating that the presence of job satisfaction in improving employee performance had a moderate effect at the structural level.

4) R-Square

The results of the structural model R-Square test are presented as follows:

**Table 19. R-Square**

Variable	R-Square
Job Satisfaction	0.612
Employee Performance	0.666

Source: Processed data using SmartPLS Version 4

Based on Table 19, the results of the R-Square test can be explained as follows:

- The R-Square value for job satisfaction was 0.612, indicating that the combined effect of job promotion and work motivation on job satisfaction was 61.2%. This value can be categorized as a moderate to high level of influence.
- The R-Square value for employee performance was 0.666, indicating that the combined effect of job promotion, work motivation, and job satisfaction on employee performance was 66.6%. This value can be categorized as a high level of influence.

#### 4.2. Discussion

##### a. The Effect of Job Promotion on Job Satisfaction

Job promotion refers to the transfer of employees from one position to another accompanied by higher status, authority, responsibilities, and compensation (Hasibuan, 2020). Job promotion is considered a strategic organizational policy designed to reward employee competence and performance, while also motivating employees to achieve higher levels of loyalty and productivity. The findings of this study indicate that the job promotion policy implemented by the management of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office had a significant positive contribution to improving employee job satisfaction. Employees who are given opportunities for promotion tend to experience increased motivation, responsibility, compensation, and professional pride, which ultimately enhance their job satisfaction. The company's policy of assigning employees according to their abilities and expertise also contributed to greater confidence and reduced work stress among employees. In addition, appreciation and recognition from supervisors for employees' achievements made employees feel valued in their work, thereby increasing their level of job satisfaction. A supportive work environment and strong cooperation among employees also helped employees overcome workplace challenges effectively. This positive teamwork fostered a sense of comfort and satisfaction within the organization. Furthermore, career development programs and fair salary policies encouraged employees to perform optimally because they perceived these policies as forms of appreciation for their contributions and achievements.

##### b. The Effect of Work Motivation on Job Satisfaction

Work motivation refers to a set of attitudes and values that encourage individuals to achieve specific goals and perform their work enthusiastically (Harahap & Tirtayasa, 2020). Work motivation can originate from internal factors, such as personal commitment and self-development, as well as external factors, such as rewards and recognition. The findings of this study demonstrate that high work motivation among employees of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office significantly improved employee job satisfaction. Employees who possessed strong motivation consistently attempted to complete their work with the best possible results and showed high enthusiasm in carrying out their responsibilities. Motivated employees also demonstrated a clearer understanding of work objectives and were better able to complete tasks according to the company's established standards. As a result, employees developed stronger commitment and responsibility toward their work, which ultimately increased their level of job satisfaction.

c. The Effect of Job Promotion on Employee Performance

According to Hasibuan (2020), one of the objectives of job promotion is to reward employee achievements, thereby increasing employee morale and loyalty within the company. Recognition from management encourages employees to improve their abilities and contribute better performance. The findings of this study indicate that the job promotion policies implemented by PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office positively and significantly improved employee performance. Promotion opportunities motivated employees to work harder, demonstrate greater responsibility, and maximize their competencies in completing tasks according to company standards. The company also supported employees through regular training programs aimed at improving skills and knowledge. These programs enabled employees to complete tasks more effectively, reduce work errors, and adapt more easily to organizational changes. As a result, employees were encouraged to improve their performance in order to achieve promotion opportunities.

d. The Effect of Work Motivation on Employee Performance

Hasibuan (2020) stated that work motivation is a factor that encourages employees to work in accordance with organizational goals. High work motivation increases employee enthusiasm, responsibility, and overall performance within the company. The findings of this study demonstrate that work motivation among employees of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office significantly improved employee performance. Employees with strong motivation were more committed to completing their tasks effectively and consistently contributed positively to the company. The company also implemented several strategies to strengthen employee motivation, such as providing rewards for employees who successfully achieved work targets and offering opportunities for grade increases and promotions based on performance contributions. These policies encouraged employees to maximize their abilities and maintain high work performance.

e. The Effect of Job Satisfaction on Employee Performance

According to Handoko (2020), job satisfaction refers to the emotional condition in which employees perceive their work positively or negatively. Higher job satisfaction encourages better morale, stronger commitment, and improved employee performance. The findings of this study indicate that PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office was able to create job satisfaction among employees, which positively contributed to employee performance. Employees who felt satisfied with their work tended to perform their tasks more effectively and demonstrate higher commitment to the company. Several factors contributed to employee job satisfaction, including appropriate job placement based on employees' abilities and expertise, recognition from supervisors, good teamwork, promotion opportunities, and fair compensation policies. These factors collectively improved employee satisfaction and ultimately enhanced employee performance.

f. The Effect of Job Promotion on Employee Performance Through Job Satisfaction

Job promotion increases employees' sense of appreciation and motivates them to work harder in order to achieve career advancement opportunities. Promotions are also commonly associated with increased compensation and responsibilities, which contribute to higher job satisfaction. The findings of this study indicate that job promotion positively and significantly affected employee performance through job satisfaction as a mediating variable. Employees who were satisfied with promotion opportunities and compensation tended to demonstrate better performance within the company.

g. The Effect of Work Motivation on Employee Performance Through Job Satisfaction

Work motivation is an important driving factor that encourages employees to perform well in achieving organizational goals. Therefore, companies need to continuously strengthen employee motivation in order to improve performance. The findings of this study show that work motivation positively and

significantly influenced employee performance through job satisfaction. Motivational support provided by the company, such as a conducive work environment, adequate work facilities, employee rewards, and promotion opportunities, successfully increased employee job satisfaction. Employees who experienced higher job satisfaction tended to work more comfortably, avoid work stress, and maximize their abilities in completing their responsibilities. As a result, employee performance improved significantly.

## V. Conclusion

Based on the results of the analysis, it can be concluded that job promotion and work motivation have positive and significant effects on both job satisfaction and employee performance at PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office. The findings also indicate that job satisfaction positively and significantly influences employee performance and serves as an intervening variable that strengthens the relationship between job promotion and employee performance, as well as between work motivation and employee performance. These results demonstrate that effective promotion policies, strong employee motivation, and high levels of job satisfaction play important roles in improving employee performance within the company. Based on these findings, the management of PT Bank Negara Indonesia (Persero) Tbk Mattoangin Branch Office is encouraged to continue maintaining and improving policies related to job promotion, employee motivation, and job satisfaction, as these variables have been proven to contribute positively to employee performance. In addition, future researchers are encouraged to include additional variables that may influence employee performance and to increase the number of research samples in order to obtain more comprehensive and accurate findings regarding the factors affecting employee performance.

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