

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Effect of Job Promotion and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable: A Study at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch

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ABSTRACT

This study aims to examine and analyze the effects 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. The study was conducted over a two-month period, from October to November 2025. The population consisted of 118 permanent employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch. The sampling method employed a saturated sampling technique, resulting in all 118 permanent employees being selected as the research sample. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that job promotion has a positive and significant effect on job satisfaction, while work motivation also has a positive and significant effect on job satisfaction. Job promotion and work motivation each have a positive and significant effect on employee performance. Furthermore, job satisfaction has a positive and significant effect on employee performance. Job promotion has a significant effect on employee performance through job satisfaction as an intervening variable, and work motivation also has a 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 economic stability and growth of a country. Based on Law No. 10 of 1998, a bank is a financial institution that functions to collect funds from the public and redistribute them to the public in the form of loans and/or other forms. The existence of banks serves not only as a financial intermediary but also as a major driver of economic activities through financial product innovations, digital services, and support for micro, small, and medium-sized enterprises (MSMEs). Employee performance reflects the extent to which an individual performs their duties and responsibilities in accordance with established standards. According to Mangkunegara (2020), performance refers to the quality and quantity of work achieved by an individual in carrying out the responsibilities assigned to them. High

employee performance indicates effective and efficient work and directly contributes to the achievement of organizational targets. Job promotion represents formal recognition of an employee's achievements and contributions by placing them in a higher position. 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 in and loyalty to the organization. Work motivation is an internal force that encourages individuals to behave, perform, and achieve organizational goals. Robbins and Judge (2019) define motivation as a process that explains the intensity, direction, and persistence of an individual's efforts toward achieving a goal. In the banking sector, motivation is an important element because employees are required to maintain a high level of accuracy, discipline, and continuous customer service.

According to Hasibuan (2020), employees with high levels of motivation tend to perform their duties responsibly and continuously strive to improve their performance within the organization. Job satisfaction refers to the level of positive feelings an individual has toward their job, as reflected in the extent to which their expectations are aligned with the realities they experience at work. Luthans (2018) states that job satisfaction is the result of an evaluation of one's job that generates 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 strive to 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 deliver high levels of performance to achieve organizational objectives. PT Bank Negara Indonesia (Persero) Tbk (BNI), one of Indonesia's largest state-owned enterprises, has a vision of becoming an excellent, leading, and globally competitive financial institution. However, achieving this vision depends heavily on employee performance. The organizational hierarchy at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, is presented in the following table.

Table 1. Position Hierarchy at 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 Operations	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.

Job promotion at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, has continued to raise concerns among employees in recent years. Some employees perceive the promotion process as not yet fully transparent and as lacking effective communication. In several cases, employees with high performance have

not immediately received promotion opportunities, while other employees with personal connections have sometimes been perceived as receiving greater consideration. As a result, perceptions of unfairness, internal jealousy, and declining trust in the branch's career management system have emerged. These issues may weaken employee morale and potentially contribute to turnover or transfers to other offices. The main issues include suboptimal productivity, variations in customer service quality, and continuing complaints regarding data inaccuracies or delays in service processes. Inconsistent performance may stem from issues related to employee motivation and job satisfaction, while the existing promotion mechanism has not yet fully encouraged the creation of a healthy and competitive work environment. Under these conditions, a key issue concerns the extent to which job promotion and work motivation affect employee performance and how job satisfaction functions as an intervening variable in these relationships. This study is relevant because it can provide strategic recommendations for the management of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, in developing more effective career development and employee motivation systems to sustainably improve employee satisfaction and performance. Based on the issues described above, it is necessary to further examine the effect 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. Therefore, this study is entitled "The Effect 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."

II. Literature Review and Hypothesis Development

2.1. Human Resource Management

Human Resource Management (HRM) is a field of study concerned with managing individuals within an organization to maximize their contribution to organizational goals. Hasibuan (2020) defines HRM as the science and art of managing employee relationships and roles effectively and efficiently to achieve the goals of the organization, employees, and society. Mangkunegara (2020) describes HRM as a process involving planning, organizing, implementing, and controlling human resource activities, including recruitment, development, compensation, integration, maintenance, and termination of employment to achieve organizational objectives effectively and efficiently. Similarly, Dessler (2020) defines HRM as the process of acquiring, training, evaluating, and compensating employees while managing employment relationships to support organizational goals. Based on these definitions, HRM can be concluded as a strategic function that manages human resources to align organizational objectives with employee needs and satisfaction, thereby supporting optimal employee productivity and organizational performance.

2.2. Job Promotion

Job promotion is an important aspect of human resource management related to employee career development and performance recognition. Hasibuan (2020) defines promotion as the transfer of an employee to a higher position accompanied by greater status, authority, responsibility, and income. Thus, promotion is not merely a change in position but also an increase in rights and responsibilities. Siswanto (2020) states that job promotion can influence employee performance because opportunities for advancement encourage employees to improve their work performance and contribute to organizational sustainability. The main objectives of job promotion are to recognize employee achievements, increase work motivation and job satisfaction, encourage loyalty, place employees according to their potential and competencies, develop managerial abilities, and establish a fair and transparent career system (Hasibuan, 2020). Several factors influence promotion decisions, including work performance, loyalty and integrity, education and work experience, initiative and responsibility, and organizational needs (Hasibuan, 2020). Meanwhile, Afandi (2021) identifies several indicators of job promotion, namely honesty, intellectual ability

and education, loyalty, experience, competence, and discipline. Honesty reflects an employee's integrity in performing duties, while intellectual ability and education indicate the knowledge required for a higher position. Loyalty reflects commitment and dedication to the organization, experience demonstrates relevant knowledge and skills gained through work, competence reflects the ability to perform assigned tasks effectively, and discipline indicates compliance with organizational rules and procedures. Therefore, job promotion can be understood as a strategic organizational policy that recognizes employee competence and performance by providing greater responsibilities and career opportunities, thereby encouraging higher levels of motivation, performance, and loyalty.

2.3. Work Motivation

Work motivation refers to the internal and external forces that encourage employees to act and direct their efforts toward achieving organizational goals. Robbins and Judge (2020) define motivation as a process that explains the intensity, direction, and persistence of an individual's effort to achieve a goal. Harahap and Tirtayasa (2020) describe work motivation as a set of attitudes and values that influence individuals to achieve specific goals and encourage them to work with greater effort and enthusiasm. Therefore, work motivation can be understood as a driving force originating from both intrinsic and extrinsic factors that directs employee behavior toward organizational objectives. According to Hasibuan (2020), the objectives of work motivation are to increase employee enthusiasm, productivity, responsibility, and job satisfaction while supporting the effective and efficient achievement of organizational goals. Work motivation is influenced by internal and external factors. Internal factors include personal needs and desires, expectations of rewards, responsibility and achievement, job satisfaction and involvement, and personal goals and values. External factors include leadership, reward and compensation systems, organizational fairness and transparency, working conditions, relationships with colleagues and supervisors, and organizational policies and culture (Hasibuan, 2020). Meanwhile, Robbins and Judge (2020) identify three main indicators of work motivation: intensity, direction, and persistence. Intensity refers to the level of effort an employee puts into work, direction indicates whether the effort is focused on achieving organizational goals, and persistence reflects the employee's ability to sustain effort despite challenges and obstacles. Thus, work motivation plays an important role in encouraging employees to maintain focused and sustained efforts in achieving organizational objectives.

2.4. Job Satisfaction

Job satisfaction refers to an employee's positive emotional evaluation of their job based on their perceptions and work experiences. Robbins and Judge (2020) define job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics, while Handoko (2020) describes it as a pleasant or unpleasant emotional state that reflects how employees perceive their work and workplace. Thus, job satisfaction can be understood as an employee's emotional attitude and evaluation of their job, resulting from the comparison between expectations and the actual conditions experienced in the workplace. According to Hasibuan (2020), job satisfaction aims to improve employee morale, performance, and productivity, foster harmonious workplace relationships, reduce absenteeism and employee turnover, increase loyalty and organizational commitment, and support the achievement of organizational goals effectively and efficiently. Job satisfaction is influenced by several factors, including fair and adequate compensation, interesting work, a pleasant working environment, harmonious relationships with supervisors and colleagues, and opportunities for achievement and career development (Hasibuan, 2020). The main indicators of job satisfaction include the work itself, supervisors, coworkers, promotion opportunities, and salary or wages. The work itself relates to the extent to which job tasks match employees' expectations and abilities; supervisors concern leadership, guidance, and support; coworkers reflect the quality of workplace relationships and cooperation; promotion refers to opportunities for career advancement; and salary or wages represent compensation that is appropriate to employees' responsibilities and workload (Hasibuan, 2020).

Therefore, job satisfaction reflects the extent to which employees' expectations and needs are fulfilled through their work and workplace conditions, which can influence their attitudes, commitment, and performance.

2.5. Employee Performance

Employee performance refers to the quality and quantity of work achieved by employees in carrying out their duties and responsibilities according to established standards and organizational objectives. Mangkunegara (2017) defines employee performance as the quantity and quality of work achieved by an employee in performing assigned responsibilities, while Hasibuan (2018) describes it as the results achieved through employees' abilities, efforts, and available opportunities. Therefore, employee performance reflects both work outcomes and behaviors that contribute to achieving organizational goals effectively and efficiently. According to Mangkunegara (2020), the objectives of employee performance evaluation are to assess employees' achievement levels, support managerial decision-making, improve motivation and productivity, enhance organizational effectiveness and efficiency, assess the suitability between employees and their jobs, and provide a basis for human resource control and evaluation. Employee performance is influenced by internal and external factors. Internal factors include ability, work motivation, job satisfaction, attitudes and commitment, and work ethic and personality, while external factors include leadership, the work environment, compensation and reward systems, work relationships and communication, organizational systems and culture, and opportunities for promotion and career development (Mangkunegara, 2020). The main indicators of employee performance include work quality, work quantity, task execution, and responsibility (Mangkunegara, 2017). Work quality refers to the accuracy and standard of work produced, work quantity concerns the volume and speed of completed tasks, task execution reflects the accuracy and ability to perform duties with minimal errors, and responsibility indicates employees' awareness and commitment to fulfilling their assigned obligations. Thus, employee performance represents the extent to which employees effectively fulfill their duties and contribute to the achievement of organizational goals.

2.6. Hypothesis Development

a. The Relationship Between Job Promotion and Job Satisfaction

Job promotion represents a form of organizational recognition of employees' performance and loyalty. When employees perceive opportunities for career advancement, they are more likely to feel valued and satisfied with their jobs. Sari and Suprayitno (2021) found that job promotion has a positive and significant 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.

b. The Relationship Between Work Motivation and Job Satisfaction

Work motivation encourages individuals to exert greater effort and achieve their targets. The higher the level of work motivation, the higher the level of job satisfaction experienced by 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.

c. The Relationship Between Job Promotion and Employee Performance

Job promotion signals that an organization recognizes and values employees' competencies and work achievements, thereby encouraging them to improve their performance and meet the expectations

associated with their new positions. Lestari and Hidayat (2020) stated that job promotion has a direct positive effect on employee performance.

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

d. The Relationship Between Work Motivation and Employee Performance

Motivation is a key factor in improving productivity and the quality of work outcomes. Motivated employees tend to demonstrate greater enthusiasm and remain more results-oriented in performing their duties. Simanjuntak and Yusuf (2021) showed 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.

e. The Relationship Between Job Satisfaction and Employee Performance

Employees who are satisfied with their jobs tend to perform better, demonstrate stronger commitment, and achieve higher levels of productivity. Robbins and Judge (2020) explained that job satisfaction is an important determinant of employee performance. Maulana and Dewi (2021) demonstrated a positive and significant relationship between job satisfaction and 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.

f. The Indirect Relationship Between Job Promotion and Employee Performance Through Job Satisfaction

Employees who receive promotions are likely to feel valued and recognized by the organization, which can increase their job satisfaction and, in turn, improve their performance. Thus, job satisfaction serves 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 job promotion on employee performance. Dewi and Ariyanto (2023) also stated that job satisfaction strengthens the relationship between job promotion and employee performance.

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

g. The Indirect Relationship Between Work Motivation and Employee Performance Through Job Satisfaction

High levels of work motivation can increase job satisfaction, which in turn contributes to improved employee performance. Therefore, job satisfaction serves as a mediating pathway between work motivation and employee performance. Nugroho and Lestari (2022) showed that job satisfaction positively mediates the relationship between work motivation and employee performance, indicating that higher motivation is associated with greater job satisfaction and, consequently, improved performance. Handayani (2021) found that work motivation has a positive effect on job satisfaction, while job satisfaction has a positive effect on employee performance.

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

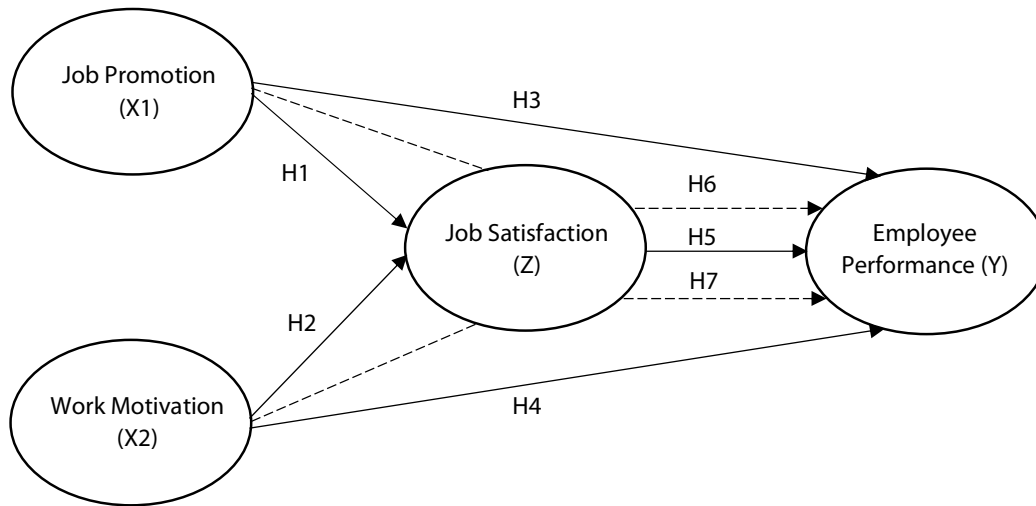


Figure 1. Conceptual Framework

III. Research Method

3.1. Research Design and Approach

This study employs a survey research design to analyze relevant facts and data related to the effect of job promotion and work motivation on employee performance, with job satisfaction as an intervening variable. A quantitative approach is used to examine the relationships and effects among the research variables and test the proposed hypotheses.

3.2. Types and Sources of Data

This study uses both qualitative and quantitative data. Qualitative data consist of supplementary information obtained in oral or written form, while quantitative data consist of numerical information obtained through the research process. The data sources comprise primary and secondary data. Primary data are collected directly through interviews and questionnaires, while secondary data are obtained from documentation and literature reviews, including information on the company profile, number of employees, and organizational structure.

3.3. Data Collection Techniques

Data in this study are collected through questionnaires, documentation, and literature review. The questionnaire is personally administered to respondents and uses a closed-ended format, in which respondents select one of the available answers (Sugiyono, 2018:215). The questionnaire items are measured using a five-point Likert scale: 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Moderately Agree (MA), 2 = Disagree (D), and 1 = Strongly Disagree (SD). In addition, documentation and literature review are conducted by examining relevant references, academic literature, and websites related to the research topic. These sources are used to obtain supporting information and secondary data relevant to the study.

3.4. Population and Sample

A population refers to the entire group of elements within a defined scope to which the research findings are intended to be generalized, consisting of objects or subjects with specific characteristics determined by the researcher (Sugiyono, 2018:80). A sample, on the other hand, is a subset of the population selected to represent its characteristics and facilitate statistical analysis (Sugiyono, 2018). In this study, the population comprises 118 permanent employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch. Since the population is relatively limited in size, this study employs a census sampling (saturated sampling) technique, in which all members of the population are included as the research sample. Therefore, the sample consists of all 118 permanent employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch.

3.5. Research Location and Period

The research is conducted at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, located at Jl. Kakatua No. 59B, Mario, Mariso District, Makassar City, South Sulawesi. The study is conducted for approximately two months, from October to November 2025, or until the required primary and supporting secondary data have been completely collected.

3.6. Data Analysis

Data analysis is the process of processing, interpreting, and drawing conclusions from collected data (Priyatno, 2018:95). Sugiyono (2018:246) states that data analysis is conducted after data have been collected from the field. Therefore, data analysis is essential for processing empirical data systematically to obtain meaningful and interpretable results. This study employs descriptive and inferential statistical analyses. Descriptive statistics are used to summarize respondents' characteristics and responses through the mean and standard deviation. Inferential analysis is conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach to examine the relationships and effects among the research variables. The analysis is performed using SmartPLS software.

a. Descriptive Analysis

Descriptive analysis is used to organize, summarize, and interpret collected data objectively to provide an overview of the research findings. In this study, descriptive statistics are used to describe respondents' characteristics, including age, gender, education level, and length of service. They are also used to describe respondents' perceptions of job promotion, work motivation, job satisfaction, and employee performance. To interpret respondents' responses, a scoring analysis is applied to each research variable (Sugiyono, 2018:147). The mean scores for each statement item, indicator, and variable are categorized using class intervals. The resulting class interval is 0.80, which is used as the basis for determining the response categories (Sugiyono, 2018:147), as follows:

- 1) 1.00–1.80 : Very Poor / Very Low
- 2) 1.81–2.60 : Poor / Low
- 3) 2.61–3.40 : Fair / Moderate
- 4) 3.41–4.20 : Good / High
- 5) 4.21–5.00 : Very Good / Very High

b. Hypothesis Testing

Hypotheses are tested at a 5% significance level ($\alpha = 0.05$) with a 95% confidence level. The decision criteria are as follows:

- 1) If the p -value < 0.05 , H_0 is rejected and H_a is accepted, indicating that the independent variable has a statistically significant effect on the dependent variable.
- 2) If the p -value > 0.05 , H_0 is accepted and H_a is rejected, indicating that the independent variable does not have a statistically significant effect on the dependent variable.

c. Partial Least Squares

According to Hair et al. (2019), Partial Least Squares Structural Equation Modeling (PLS-SEM) is a multivariate statistical method used to simultaneously estimate relationships among variables for prediction, exploration, and structural model development. PLS-SEM does not require normally distributed data, can accommodate complex models, and is particularly suitable for predictive and exploratory research. Ghozali (2018:51) states that PLS-SEM evaluation consists of three main aspects: measurement model evaluation, structural model evaluation, and model fit assessment. Sarstedt et al. (2020) explain that the embedded two-stage approach can be used to estimate second-order constructs through two stages. The first stage estimates the dimensions or sub-variables using their respective indicators, while the second stage uses the latent variable scores as dimension or sub-variable scores. The evaluation of PLS-SEM consists of the following stages:

1) Measurement Model Evaluation (Outer Model)

The outer model evaluation assesses the validity and reliability of the research constructs. The evaluation criteria include:

- a) Outer Loading or Loading Factor: Outer loading indicates the extent to which an indicator represents its construct. According to Hair et al. (2019), an outer loading value of ≥ 0.70 is considered acceptable.
- b) Composite Reliability: Composite reliability measures the internal consistency of the indicators within a construct. Hair et al. (2019) recommend a composite reliability value of ≥ 0.70 .
- c) Cronbach's Alpha: Cronbach's alpha measures the internal consistency of indicators within a construct. Hair et al. (2019) recommend a value of ≥ 0.70 , although values between 0.60 and 0.70 may still be acceptable for exploratory research (Ghozali, 2018).
- d) Average Variance Extracted (AVE): AVE measures convergent validity by indicating the proportion of indicator variance explained by a construct. An AVE value of ≥ 0.50 is considered acceptable (Hair et al., 2019).
- e) Fornell-Larcker Criterion: The Fornell-Larcker criterion assesses discriminant validity by comparing the square root of the AVE for each construct with its correlations with other constructs. Discriminant validity is established when the square root of the AVE is greater than the correlations between constructs (Hair et al., 2019).

2) Structural Model Evaluation (Inner Model)

The inner model evaluation is conducted to assess the relationships among the research constructs and test the proposed hypotheses. The evaluation criteria include:

- a) Multicollinearity Test: Multicollinearity is assessed using the Variance Inflation Factor (VIF). An inner VIF value of < 5.00 indicates that there is no serious multicollinearity among the constructs.
- b) Path Coefficient Significance Test: The significance of the path coefficients is evaluated using the p -value to determine whether the relationships between constructs are statistically significant. A p -value < 0.05 indicates a significant relationship between variables, supporting the proposed hypothesis.

- c) Effect Size (f^2): Effect size (f^2) measures the contribution of an exogenous construct to an endogenous construct. According to Hair et al. (2019), f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively.
- d) R-Square (R^2): R-square (R^2) indicates the proportion of variance in an endogenous construct that can be explained by the constructs included in the model. According to Chin, as cited in Hair et al. (2019), R^2 values of 0.19, 0.33, and 0.66 indicate low, moderate, and high explanatory power, respectively.

IV. Result and Discussion

4.1. Characteristics of Research Respondents

The respondents in this study were 118 permanent employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch. Permanent employees were selected because they are considered appropriate and highly relevant to the variables examined in this study. The academic considerations underlying the selection of permanent employees as the research sample are as follows:

- a. Representation of the Job Promotion Variable

Permanent employees are considered appropriate respondents for research on job promotion because they are the primary focus of the company's career development policies. They also have relatively stable performance histories and long-term commitments to the organization, thereby providing more reliable information regarding job promotion practices.

- b. Representation of the Work Motivation Variable

Permanent employees are considered appropriate respondents for research on work motivation because they have greater employment stability within the organization. Their relatively stable employment status allows their motivation to be examined in relation to deeper factors, such as recognition and career development, rather than short-term financial rewards or temporary contractual obligations. This enables the study to assess long-term motivational factors rather than merely employees' compliance with temporary employment contracts.

- c. Representation of the Job Satisfaction Variable

Permanent employees are commonly considered appropriate respondents for research on job satisfaction because they generally have more extensive experience, knowledge, and perspectives regarding the organization than contract employees. Permanent employees also tend to experience greater job security. Consequently, their assessment of job satisfaction is less likely to be dominated by concerns about contract termination and can instead focus on factors such as organizational culture, company policies, relationships with colleagues, and relationships with supervisors. Therefore, permanent employees provide a relevant basis for assessing job satisfaction.

- d. Representation of the Employee Performance Variable

Permanent employees are appropriate respondents for research on employee performance because their employment stability provides a more consistent basis for measuring performance. Performance data are less likely to be affected by high employee turnover. In addition, permanent employees can provide more consistent long-term performance information than contract employees, making them an appropriate sample for obtaining reliable data on employee performance.

The characteristics of the respondents in this study are presented based on gender, educational attainment, and length of service, as described below.

1) Respondent Characteristics by Gender

Table 2. Respondent Characteristics by Gender

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

Source: Processed questionnaire data.

Based on Table 2, 72 respondents (61%) were male, while 46 respondents (39%) were female. Therefore, the majority of respondents in this study were male, accounting for 72 respondents or 61% of the total sample.

2) Respondent Characteristics by Educational Attainment

Table 3. Respondent Characteristics by Educational Attainment

Educational Attainment	Number of Employees	Percentage
Bachelor's Degree	101	86%
Master's/Doctoral Degree	17	14%
Total	118	100%

Source: Processed questionnaire data.

Based on Table 3, 101 respondents (86%) held a bachelor's degree, while 17 respondents (14%) held a postgraduate degree. Therefore, the majority of respondents in this study had a bachelor's degree, accounting for 101 respondents or 86% of the total sample.

3) Respondent Characteristics by Length of Service

Table 4. Respondent Characteristics by Length of Service

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

Source: Processed questionnaire data.

Based on Table 4, 14 respondents (12%) had a length of service of 0–3 years, 37 respondents (31%) had a length of service of >3–6 years, 28 respondents (24%) had a length of service of >6–9 years, 19 respondents (16%) had a length of service of >9–12 years, 12 respondents (10%) had a length of service of >12–15 years, and 8 respondents (7%) had a length of service of more than 15 years. Therefore, the largest proportion of respondents had a length of service of >3–6 years, comprising 37 respondents or 31% of the total sample.

4.2. Descriptive Analysis of Research Variables

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

a. 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

Indicator	Response Frequency						Mean
	Sample	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	
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
Mean Response to the Job Promotion Questionnaire							3.72

Source: Processed questionnaire data.

Based on Table 5, respondents' perceptions of the job promotion variable have an average score of 3.72, indicating that the job promotion program implemented at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, is perceived to be in the good category. This indicates that employees perceive the company as providing equal opportunities for career development through its job promotion program. The highest score was recorded for the statement, "Employees' knowledge and insight support their eligibility for job promotion" (indicator X1.2), which obtained a mean score of 4.00. This finding indicates that employees perceive knowledge and insight as important considerations in determining eligibility for job promotion. The lowest score was recorded for the statement, "Discipline is one of the main aspects assessed in job promotion" (indicator X1.6), with a mean score of 3.53. This indicates that some employees do not fully agree that discipline should be a primary consideration in job promotion decisions. Overall, the majority of respondents selected Agree (score 4) and Strongly Agree (score 5).

b. 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	Response Frequency						Mean
	Sample	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (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
Mean Response to the Work Motivation Questionnaire							3.81

Source: Processed questionnaire data.

Based on Table 6, respondents' perceptions of the work motivation variable have an average score of 3.81, indicating that the level of work motivation among employees at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, is in the high category. This indicates that employees demonstrate a high level of motivation in carrying out their duties and responsibilities. The highest score was recorded for the statement, "I am committed to completing all of my work" (indicator X2.3), which obtained a mean score of 3.88. This finding indicates that employees have a high level of commitment to completing the tasks and responsibilities assigned to them within the organization. The lowest score was recorded for the statement, "I make every

effort to complete my work with the best possible results" (indicator X2.1), which obtained a mean score of 3.69. This indicates that some employees still experience difficulties in completing their work to the highest possible standard in accordance with the company's work requirements. Overall, the majority of respondents selected Agree (score 4) and Strongly Agree (score 5).

c. 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	Response Frequency						Mean
	Sample	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (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
Mean Response to the Job Satisfaction Questionnaire							3.82

Source: Processed questionnaire data.

Based on Table 7, respondents' perceptions of the job satisfaction variable have an average score of 3.82, indicating that the level of job satisfaction among employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, is in the high category. This indicates that the human resource management policies implemented by the company, including employee placement, career development opportunities, compensation systems, and a conducive work environment, generally meet employees' expectations and contribute to their job satisfaction. The highest score was recorded for the statement, "The work performed is in accordance with my abilities and expertise" (indicator Z1), which obtained a mean score of 4.03. This finding indicates that the company's employee placement policies are considered appropriate because employees are assigned to positions that match their abilities and expertise, thereby contributing to their satisfaction with their current positions. The lowest score was recorded for the statement, "My supervisor appreciates the work I have accomplished" (indicator Z2), which obtained a mean score of 3.69. This indicates that some employees still perceive that their supervisors do not provide sufficient positive feedback or recognition for their work achievements. Overall, the majority of respondents selected Agree (score 4) and Strongly Agree (score 5).

d. 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	Response Frequency						Mean
	Sample	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (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
Mean Response to the Employee Performance Questionnaire							3.83

Based on Table 8, respondents' perceptions of the employee performance variable have an average score of 3.83, indicating that the level of employee performance at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, is in the good category. This indicates that, in general, employees are able to complete the tasks assigned to them and demonstrate a high level of motivation in performing their duties. These factors contribute to employees' strong commitment to the organization and ultimately support good overall performance. The highest score was recorded for the statement, "Employees are able to complete their work according to the deadlines established by the company" (indicator Y3), which obtained a mean score of 4.11. This finding indicates that, in general, employees are capable of completing their work targets within the time limits established by the company, thereby supporting the implementation of the company's strategic policies. The lowest score was recorded for the statement, "Employees have achieved the targets established by the company" (indicator Y2), which obtained a mean score of 3.70. This indicates that some employees still experience difficulties in achieving the work targets established by the company. Overall, the majority of respondents selected Agree (score 4) and Strongly Agree (score 5).

4.3. Work Motivation

Work motivation refers to the internal and external forces that encourage employees to act and direct their efforts toward achieving organizational goals. Robbins and Judge (2020) define motivation as a process that explains the intensity, direction, and persistence of an individual's effort to achieve a goal. Harahap and Tirtayasa (2020) describe work motivation as a set of attitudes and values that influence individuals to achieve specific goals and encourage them to work with greater effort and enthusiasm. Therefore, work motivation can be understood as a driving force originating from both intrinsic and extrinsic factors that directs employee behavior toward organizational objectives. According to Hasibuan (2020), the objectives of work motivation are to increase employee enthusiasm, productivity, responsibility, and job satisfaction while supporting the effective and efficient achievement of organizational goals. Work motivation is influenced by internal and external factors. Internal factors include personal needs and desires, expectations of rewards, responsibility and achievement, job satisfaction and involvement, and personal goals and values. External factors include leadership, reward and compensation systems, organizational fairness and transparency, working conditions, relationships with colleagues and supervisors, and organizational policies and culture (Hasibuan, 2020). Meanwhile, Robbins and Judge (2020) identify three main indicators of work motivation: intensity, direction, and persistence. Intensity refers to the level of effort an employee puts into work, direction indicates whether the effort is focused on achieving organizational goals, and persistence reflects the employee's ability to sustain effort despite challenges and obstacles. Thus, work motivation plays an important role in encouraging employees to maintain focused and sustained efforts in achieving organizational objectives.

4.4. Evaluation of the Measurement Model (Outer Model)

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

a. Outer Loading or Loading Factor

Outer loading, also referred to as the loading factor, indicates the extent to which each measurement item validly represents its respective construct. The results of the outer loading analysis are presented in Table 9.

Table 9. Outer Loading or Loading Factor

Construct	Outer Loading	Conclusion
X1_1 ← Job Promotion	0.863 > 0.70	Valid
X1_2 ← Job Promotion	0.815 > 0.70	
X1_3 ← Job Promotion	0.802 > 0.70	

X1_4 ← Job Promotion	0.781 > 0.70	
X1_5 ← Job Promotion	0.797 > 0.70	
X1_6 ← Job Promotion	0.851 > 0.70	
X2_1 ← Work Motivation	0.799 > 0.70	
X2_2 ← Work Motivation	0.848 > 0.70	
X2_3 ← Work Motivation	0.885 > 0.70	
Y1 ← Employee Performance	0.810 > 0.70	
Y2 ← Employee Performance	0.921 > 0.70	
Y3 ← Employee Performance	0.881 > 0.70	
Y4 ← Employee Performance	0.858 > 0.70	
Z1 ← Job Satisfaction	0.857 > 0.70	
Z2 ← Job Satisfaction	0.882 > 0.70	
Z3 ← Job Satisfaction	0.884 > 0.70	
Z4 ← Job Satisfaction	0.746 > 0.70	
Z5 ← Job Satisfaction	0.863 > 0.70	

Source: Processed data using SmartPLS 4.

Based on Table 9, the results of the outer loading analysis can be described as follows:

- 1) Job Promotion
Job promotion is measured by six indicators, with loading factor values ranging from 0.781 to 0.863, all of which exceed the threshold of 0.70. Therefore, all indicators are considered valid and adequately represent the job promotion construct.
- 2) Work Motivation
Work motivation is measured by three indicators, with loading factor values ranging from 0.799 to 0.885, all of which exceed 0.70. Therefore, all indicators are considered valid and adequately represent the work motivation construct.
- 3) Employee Performance
Employee performance is measured by four indicators, with loading factor values ranging from 0.810 to 0.921, all of which exceed 0.70. Therefore, all indicators are considered valid and adequately represent the employee performance construct.
- 4) Job Satisfaction
Job satisfaction is measured by five indicators, with loading factor values ranging from 0.746 to 0.882, all of which exceed 0.70. Therefore, all indicators are considered valid and adequately represent the job satisfaction construct.

b. Composite Reliability

Composite reliability measures the reliability and internal consistency of the indicators used to measure each construct. The results of the composite reliability analysis are presented in Table 10.

Table 10. Composite Reliability

Construct	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	

Source: Processed data using SmartPLS 4.

Based on Table 10, the composite reliability value for job promotion is 0.927, work motivation is 0.929, employee performance is 0.872, and job satisfaction is 0.922. All constructs have composite reliability values greater than the minimum threshold of 0.70 ($CR > 0.70$). Therefore, all constructs demonstrate adequate internal consistency and are considered reliable.

c. Cronbach's Alpha

Cronbach's Alpha is a measure of internal consistency reliability used to assess the extent to which items or indicators within a construct are correlated with one another. The results of the Cronbach's Alpha test are presented in Table 11.

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	

Source: Processed data using SmartPLS 4.

Based on Table 11, the Cronbach's Alpha values for job promotion, work motivation, employee performance, and job satisfaction are 0.901, 0.898, 0.779, and 0.900, respectively. All constructs have Cronbach's Alpha values greater than the recommended threshold of 0.70 ($CA > 0.70$), indicating that all research variables demonstrate acceptable internal consistency and are therefore considered reliable.

d. Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is a measure of convergent validity that assesses the extent to which the variance of the indicators (questionnaire items) is explained by their respective research constructs. The results of the Average Variance Extracted (AVE) test are presented in Table 12.

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	

Source: Processed data using SmartPLS 4.

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

1) Job Promotion

The AVE value for job promotion is 0.665, exceeding the minimum threshold of 0.50. This indicates that the construct meets the recommended criterion for convergent validity. Overall, the indicators measuring job promotion account for 66.5% of the variance in the construct.

2) Work Motivation

The AVE value for work motivation is 0.694, exceeding the minimum threshold of 0.50. This indicates that the construct meets the recommended criterion for convergent validity. Overall, the indicators measuring work motivation account for 69.4% of the variance in the construct.

3) Employee Performance

The AVE value for employee performance is 0.766, exceeding the minimum threshold of 0.50. This indicates that the construct meets the recommended criterion for convergent validity. Overall, the indicators measuring employee performance account for 76.6% of the variance in the construct.

4) Job Satisfaction

The AVE value for job satisfaction is 0.718, exceeding the minimum threshold of 0.50. This indicates that the construct meets the recommended criterion for convergent validity. Overall, the indicators measuring job satisfaction account for 71.8% of the variance in the construct.

e. Heterotrait-Monotrait Ratio (HTMT) (Hair < 0.90)

The results of the Heterotrait-Monotrait Ratio (HTMT) analysis are presented in Table 13.

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 4.

Based on Table 13, the HTMT values for all pairs of constructs are below the threshold of 0.90 (HTMT < 0.90). Therefore, the results indicate that the discriminant validity criterion is satisfied, meaning that each construct is sufficiently distinct from the other constructs in the model.

f. Fornell-Larcker Criterion

The results of the Fornell-Larcker Criterion analysis are presented in Table 14.

Table 14. Fornell-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

Source: Processed data using SmartPLS 4.

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

- Job satisfaction has a square root of AVE of 0.847, which is 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 construct is satisfied.
- Employee performance has a square root of AVE of 0.875, which is 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 construct is satisfied.
- Work motivation has a square root of AVE of 0.833, which is greater than its correlation with job promotion (0.657). These results indicate that the discriminant validity of the work motivation construct is satisfied.

4.5. Structural Model Evaluation (Inner Model)

a. Multicollinearity Test

The results of the multicollinearity test for the structural model are presented in Table 15.

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

Source: Processed data using SmartPLS 4.

Based on Table 15, the multicollinearity test results show that the inner VIF values for all variables are below the threshold of 5 (inner VIF < 5). Therefore, it can be concluded that the level of multicollinearity among the variables is low, indicating that there is no multicollinearity problem in the structural model.

b. Significance Test of Path Coefficients

The results of the path coefficient significance test (hypothesis testing) are presented below.

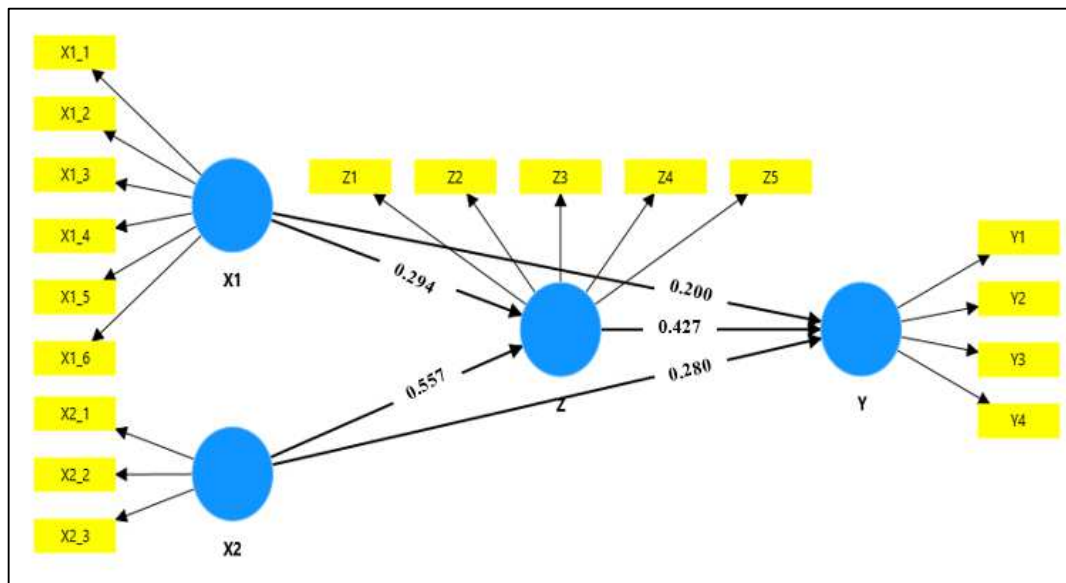


Figure 2. Results of the Path Coefficient Significance Test

1) Significance Test of Path Coefficients for Direct Effects

Table 16. Path Coefficient Significance Test for Direct Effects

Relationship	Path Coefficient	p-value	95% Confidence Interval of Path Coefficient	
			2.5%	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

Source: Processed data using SmartPLS 4.

Based on Table 16, the results of the path coefficient significance test for the direct effects are described as follows.

a) The Effect of Job Promotion on Job Satisfaction

The path coefficient for the effect of job promotion on job satisfaction is 0.557, with a p-value of 0.000 < 0.05. Therefore, job promotion has a positive and significant effect on job satisfaction. This indicates that an increase in job promotion is associated with an increase in job satisfaction, while a decrease in job promotion is associated with a decrease in 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, is supported.

b) The Effect of Work Motivation on Job Satisfaction

The path coefficient for the effect of work motivation on job satisfaction is 0.294, with a p-value of 0.002 < 0.05. Therefore, work motivation has a positive and significant effect on job satisfaction. This indicates that an increase in work motivation is associated with an increase in job satisfaction, while a decrease in work motivation is associated with a decrease in 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, is supported.

c) The Effect of Job Promotion on Employee Performance

The path coefficient for the effect of job promotion on employee performance is 0.280, with a p-value of 0.007 < 0.05. Therefore, job promotion has a positive and significant effect on employee performance. This indicates that an increase in job promotion is associated with an increase in employee performance, while a decrease in job promotion is associated with a decrease in 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, is supported.

d) The Effect of Work Motivation on Employee Performance

The path coefficient for the effect of work motivation on employee performance is 0.200, with a p-value of 0.027 < 0.05. Therefore, work motivation has a positive and significant effect on employee performance. This indicates that an increase in work motivation is associated with an increase in employee performance, while a decrease in work motivation is associated with a decrease in 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, is supported.

e) The Effect of Job Satisfaction on Employee Performance

The path coefficient for the effect of job satisfaction on employee performance is 0.427, with a p-value of 0.000 < 0.05. Therefore, job satisfaction has a positive and significant effect on employee performance. This indicates that an increase in job satisfaction is associated with an increase in employee performance, while a decrease in job satisfaction is associated with a decrease in 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, is supported.

2) Significance Test of Path Coefficients for Mediation Effects

Table 17. Path Coefficient Significance Test for Mediation Effects

Relationship	Path Coefficient	p-value	95% Confidence Interval of Path Coefficient	
			2.5%	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

Source: Processed data using SmartPLS 4.

Based on Table 17, the results of the path coefficient significance test for the mediation effects are described as follows:

1) The Effect of Job Promotion on Employee Performance Through Job Satisfaction

The path coefficient for the indirect effect of job promotion on employee performance through job satisfaction is 0.238, with a p-value of $0.001 < 0.05$. Therefore, job promotion has a significant effect on employee performance through job satisfaction as an intervening variable. This indicates that an increase in job promotion is associated with an increase in job satisfaction, which subsequently contributes to improved employee performance. Therefore, the hypothesis stating that job promotion has a significant effect on employee performance through job satisfaction as an intervening variable at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, is supported.

2) The Effect of Work Motivation on Employee Performance Through Job Satisfaction

The path coefficient for the indirect effect of work motivation on employee performance through job satisfaction is 0.125, with a p-value of $0.026 < 0.05$. Therefore, work motivation has a significant effect on employee performance through job satisfaction as an intervening variable. This indicates that an increase in work motivation is associated with an increase in job satisfaction, which subsequently contributes to improved employee performance. Therefore, the hypothesis stating that work motivation has a significant effect on employee performance through job satisfaction as an intervening variable at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, is supported.

c. Effect Size (f^2)

The results of the effect size (f^2) analysis are presented in Table 18.

Table 18. Effect Size (f^2)

Relationship	f^2
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

Source: Processed data using SmartPLS 4.

Based on Table 18, the results of the f^2 analysis are described as follows:

1) The Effect of Job Promotion on Job Satisfaction

The f^2 value for the effect of job promotion on job satisfaction is 0.456 ($f^2 = 0.456$), indicating a large effect of job promotion on job satisfaction at the structural level.

- 2) The Effect of Work Motivation on Job Satisfaction
The f^2 value for the effect of work motivation on job satisfaction is 0.127 ($f^2 = 0.127$), indicating a small effect of work motivation on job satisfaction at the structural level.
 - 3) The Effect of Job Promotion on Employee Performance
The f^2 value for the effect of job promotion on employee performance is 0.092 ($f^2 = 0.092$), indicating a small effect of job promotion on employee performance at the structural level.
 - 4) The Effect of Work Motivation on Employee Performance
The f^2 value for the effect of work motivation on employee performance is 0.061 ($f^2 = 0.061$), indicating a small effect of work motivation on employee performance at the structural level.
 - 5) The Effect of Job Satisfaction on Employee Performance
The f^2 value for the effect of job satisfaction on employee performance is 0.211 ($f^2 = 0.211$), indicating a moderate effect of job satisfaction on employee performance at the structural level.
- d. R-Square
The results of the R^2 analysis of the structural model are presented in Table 19.

Table 19. R-Square

Variable	R^2
Job Satisfaction	0.612
Employee Performance	0.666

Based on Table 19, the results of the R^2 analysis are described as follows:

- 1) The Effect of Job Promotion and Work Motivation on Job Satisfaction
The R^2 value for job satisfaction is 0.612, indicating that job promotion and work motivation jointly explain 61.2% of the variance in job satisfaction. The remaining 38.8% is explained by factors not included in the model. Based on the commonly used interpretation of R^2 , this value indicates a moderate to substantial level of explanatory power.
- 2) The Effect of Job Promotion, Work Motivation, and Job Satisfaction on Employee Performance
The R^2 value for employee performance is 0.666, indicating that job promotion, work motivation, and job satisfaction jointly explain 66.6% of the variance in employee performance. The remaining 33.4% is explained by factors not included in the model. This value indicates a substantial level of explanatory power.

4.6. Discussion

- a. The Effect of Job Promotion on Job Satisfaction
Job promotion is defined as the transfer of an employee from one position to another with higher status, authority, responsibility, and compensation (Hasibuan, 2020). In other words, job promotion is a strategic and formal organizational policy aimed at enhancing employees' status and responsibilities as a form of recognition of their competence and performance. It also serves to motivate employees to achieve higher levels of performance and loyalty. Recognition of employees' achievements by the company can increase their work enthusiasm and, ultimately, their job satisfaction. The findings of this study indicate that the job promotion policies implemented by the management of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, make a substantial contribution to increasing employee job satisfaction. Providing promotion

opportunities to high-performing employees can enhance their motivation, responsibilities, and compensation, which in turn can foster a greater sense of pride and job satisfaction. The management policy of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, to place employees in positions that match their abilities and expertise enables employees to feel more confident in carrying out their responsibilities. Appropriate job placement can also reduce work-related stress and ultimately contribute to higher levels of job satisfaction. Employees' ability to successfully complete specific tasks or assignments is also given considerable attention by the management of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch. Supervisors who consistently provide praise and recognition for employees' work make employees feel valued and appreciated in their roles, which ultimately contributes to greater job satisfaction.

In the workplace, employees inevitably encounter various challenges and obstacles in completing their tasks. However, effective cooperation among employees at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, enables these obstacles to be overcome, allowing employees to complete their work effectively. Positive working relationships and cooperation among employees can subsequently contribute to greater job satisfaction. The implementation of employee career development programs at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, also serves as a positive source of motivation for employees. Such programs encourage employees to perform effectively and utilize their abilities to achieve organizational goals. Career development programs can be perceived as a form of recognition of employees' achievements, thereby contributing to a greater sense of satisfaction among employees. In addition, compensation that is commensurate with employees' responsibilities can strengthen their motivation and ultimately increase job satisfaction. Providing compensation that is appropriate to employees' positions and responsibilities within the organization can foster a strong sense of satisfaction because employees perceive it as recognition from the company for their contributions and performance.

b. The Effect of Work Motivation on Job Satisfaction

Work motivation is a set of attitudes and values that influence individuals to achieve specific goals, encouraging them to work diligently and enthusiastically (Harahap & Tirtayasa, 2020). Fundamentally, work motivation refers to the driving force, stimulus, or energy originating from both internal (intrinsic) and external (extrinsic) sources that activates and directs employee behavior toward the achievement of organizational goals. Work motivation is a driving factor that directs employees toward the achievement of organizational goals. According to Hasibuan (2020), one of the objectives of providing work motivation is to increase employees' job satisfaction. Thus, the higher an employee's level of work motivation, the higher their level of job satisfaction. Conversely, lower levels of work motivation tend to be associated with lower levels of job satisfaction. The findings of this study indicate that high levels of work motivation among employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, contribute to increased job satisfaction. This is reflected in employees' willingness to consistently strive to complete their tasks and achieve the best possible results. The motivation possessed by employees at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, encourages them to demonstrate high enthusiasm in completing the responsibilities assigned to them. Furthermore, work motivation enables employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, to clearly understand the objectives of the tasks they perform. As a result, employees are able to complete their work in accordance with the standards established by the organization. High levels of work motivation ultimately contribute to greater job satisfaction among employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch. This, in turn, encourages employees to demonstrate a strong commitment to completing all of their assigned responsibilities.

c. The Effect of Job Promotion on Employee Performance

According to Hasibuan (2020), one of the objectives of job promotion is to recognize and reward employees for their performance, thereby increasing their work enthusiasm and loyalty to the organization. Management's recognition of employees' achievements can positively influence their enthusiasm and loyalty. Therefore, employees are encouraged to improve their capabilities and performance in carrying out their

responsibilities. The findings of this study indicate that the job promotion policies implemented by the management of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, contribute to improved employee performance. Job promotion implemented by the management serves as a form of organizational recognition of employee performance, particularly for employees who demonstrate strong achievements within the organization. The implementation of job promotion policies by the management of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, can also strengthen employees' motivation. The opportunity to receive a promotion is highly valued by employees throughout their careers within an organization. When employees are provided with opportunities for career advancement, they are encouraged to make greater contributions and demonstrate higher levels of performance. Opportunities for promotion within the organization can foster a strong sense of responsibility among employees toward the tasks they perform. Consequently, employees are encouraged to utilize their competencies and expertise to complete their responsibilities in accordance with the standards established by the organization. This can contribute positively to improvements in employee performance. As a form of management support, the company provides regular training programs to enhance employees' skills and competencies. These training programs enable employees to complete their tasks more efficiently and accurately, minimize the risk of errors, and adapt more easily to organizational changes. Improvements in employees' knowledge and skills can ultimately increase their opportunities for career advancement and promotion.

d. The Effect of Work Motivation on Employee Performance

According to Hasibuan (2020), work motivation is a factor that encourages employees to work toward the achievement of organizational goals. One of the objectives of work motivation is to increase employees' enthusiasm for work, enabling them to perform their duties effectively and responsibly and ultimately improve their performance within the organization. The findings of this study indicate that the work motivation possessed by employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, contributes to improved employee performance. High levels of work motivation encourage employees to complete their tasks effectively, which subsequently contributes to better employee performance. Employees of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, consistently demonstrate high levels of enthusiasm in carrying out their work. This is closely related to their level of work motivation. Strong work motivation encourages employees to remain committed to completing their responsibilities effectively and making positive contributions to organizational performance. One of the management's efforts to increase employee work motivation is the provision of rewards for employees who successfully achieve their work targets within the established deadlines. In addition, the company's management provides opportunities for employees to receive grade increases or promotions based on their contributions and performance within the organization. These practices can strengthen employee motivation and encourage them to continuously utilize their abilities and competencies to complete their assigned tasks effectively.

e. The Effect of Job Satisfaction on Employee Performance

According to Handoko (2020), job satisfaction is a pleasant or unpleasant emotional state in which employees perceive and evaluate their work. This feeling is reflected in employees' attitudes toward their jobs and the various experiences they encounter in the workplace. The development of job satisfaction among employees can increase their work enthusiasm and morale, thereby contributing positively to improved employee performance within the organization. The findings of this study indicate that the management of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch, is able to foster job satisfaction among employees, which ultimately contributes positively to improved employee performance. Employees who experience job satisfaction tend to continuously strive to improve their performance within the organization. Management's policy of placing employees in positions that match their abilities and expertise enables them to perform their duties effectively. In addition, supervisors' appreciation of employees' work, cooperation among employees, promotion policies, and appropriate compensation collectively contribute to increased job satisfaction, which ultimately has a positive impact on employee performance within the organization.

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

Job promotion can enhance employees' sense of recognition and appreciation. In addition, promotion policies can encourage employees to continuously strive and perform effectively in order to obtain opportunities for career advancement within the organization. Job promotion is also often accompanied by increased compensation, which can further contribute to job satisfaction. Thus, employees who receive promotions may feel more valued and experience higher levels of job satisfaction, which can subsequently encourage them to demonstrate better performance within the organization.

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

Work motivation is a driving factor that encourages employees to perform effectively in pursuit of organizational goals. Therefore, management is expected to continuously strive to strengthen employee motivation so that employees maintain high levels of enthusiasm and contribute positively to organizational performance. One approach that management can adopt is to foster job satisfaction among employees. In this context, employees who are satisfied with their jobs tend to have higher levels of work motivation and, consequently, demonstrate stronger commitment to making meaningful contributions to organizational performance. Management's efforts to support employee motivation through the provision of a conducive work environment, adequate work facilities, rewards for employees who successfully achieve their work targets, and opportunities for promotion have been shown to contribute to increased employee job satisfaction. When employees experience job satisfaction, they are more likely to work comfortably, experience less work-related stress, and utilize their abilities effectively. As a result, they are better able to complete their assigned responsibilities, which ultimately contributes to improved employee performance within the organization.

V. Conclusion

Based on the results of the analysis, it can be concluded that job promotion has a positive and significant effect on job satisfaction at PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch. Work motivation also has a positive and significant effect on job satisfaction. Furthermore, job promotion has a positive and significant effect on employee performance, while work motivation also has a positive and significant effect on employee performance. In addition, job satisfaction has a positive and significant effect on employee performance. The findings also indicate that job promotion has a significant effect on employee performance through job satisfaction as an intervening variable. Similarly, work motivation has a significant effect on employee performance through job satisfaction as an intervening variable. Based on these findings, the management of PT Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch is expected to continue paying attention to and maintaining policies related to job promotion, work motivation, and job satisfaction, as these factors have been shown to contribute positively to employee performance. Appropriate promotion policies, efforts to strengthen employee motivation, and the creation of a supportive work environment that enhances job satisfaction are important in maintaining and improving employee performance. For future researchers who intend to conduct studies on similar topics, it is recommended to consider additional variables that may influence employee performance. Future studies are also encouraged to involve a larger sample size to obtain more varied and comprehensive findings and to provide more accurate insights into the factors influencing employee performance.

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