

The Role of Job Promotion and Job Transfer on Employee Performance Mediated by Self-Motivation at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan

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Abstract. *This study aims to determine: (1) the effect of job promotion on self-motivation among KPKNL Semarang, KPKNL Surakarta and KPKNL Pekalongan employees, (2) the effect of job transfer on self-motivation among KPKNL Semarang, KPKNL Surakarta and KPKNL Pekalongan employees, (3) the effect of job promotion on employee performance among KPKNL Semarang, KPKNL Surakarta and KPKNL Pekalongan employees, (4) the effect of job transfer commitment on employee performance among KPKNL Semarang, KPKNL Surakarta and KPKNL Pekalongan employees, and (5) the effect of self-motivation on employee performance among KPKNL Semarang, KPKNL Surakarta and KPKNL Pekalongan employees. This study is explanatory research. Sampling was conducted using purposive sampling. The sample consisted of 100 employees from three State Property and Auction Service Offices (KPKNL) in Semarang, Surakarta and Pekalongan. Data collection was conducted by distributing questionnaires. Data analysis used the SEM-PLS (Structural Equation Model with Partial Least Squares) program. The results of the study indicate that: (1) job promotion has a positive and significant effect on self motivation, (2) job transfer has a positive and significant effect on self motivation, (3) job promotion has a positive and significant effect on employee performance, (4) job transfer has a positive and significant effect on employee performance, (5) self motivation has a positive and significant effect on employee performance, (6) job promotion influences employee performance which is mediated by self motivation, and (7) job transfer influences employee performance which is mediated by self motivation.*

Keywords: Employee Performance; Job Promotion; Job Transfer; and Self-Motivation.

1. Introduction

The era of globalization and dynamic economic development presents increasingly complex challenges for state financial managers, both in terms of regulation, transparency, accountability, and efficient use of resources. The State Assets and Auction Service Office

(KPKNL), as one of the institutions within the Directorate General of State Assets (DJKN) which has the task and function of managing State Assets (BMN), carrying out assessments and auctions, and managing State Receivables, is required to continue to carry out institutional transformation and improve the professionalism of human resources (HR) in order to face the challenges of the globalization era. This HR professionalism is a key pillar in ensuring the quality of public services, appropriate policy making, achievement of strategic organizational goals and implementation of duties in line with the principles of good governance.

Optimal human resource professionalism is reflected in productive, disciplined, and results-oriented employee performance. The higher the level of human resource professionalism, the greater their contribution to supporting a transparent, accountable, and responsive government system. Therefore, improving human resource professionalism not only impacts employee performance but also strengthens the implementation of good governance within the organization. The collaboration between good governance and optimal employee performance will be key to organizational success in facing increasingly complex public service challenges.

Besides supporting the implementation of good governance, optimal employee performance is also closely linked to self-motivation. High employee performance is generally accompanied by high self-motivation, as employees who are able to meet their targets and responsibilities tend to feel valued and motivated. According to (Sitopu et al., 2021) If someone has high motivation, he will do his work to the maximum, and conversely, if someone does not have motivation in working, then there will be nothing new that he can do to achieve the targets of the organization or company. According to (Dita Priutami et al., 2023b), motivation is a factor that drives people to act in a certain way to realize goal-directed behavior to achieve organizational goals. In his research, (Mustaqimhasibuan et al., 2019) states that the motivation that drives someone to actively participate in an organization is the opportunity to advance. The basic human nature in general is to want to be better, to advance beyond their current position. According to (Sitopu et al., 2021) Motivation is an inner desire that drives a person to act. Therefore, every employee should have strong self-motivation at work, as motivation plays a crucial role in the success of any organization. With strong self-motivation, each individual will work hard and enthusiastically to achieve high work productivity.

To ensure high levels of self-motivation in their work, HR managers are required to implement a fair, transparent, and performance-based career development system. Two key policies for HR career development are job transfer and job promotion. (Fajri et al., 2023) Job transfers are beneficial to the organization by preventing abuse of authority and benefiting human resources as a means of improving performance. Job transfers must be based on objective assessments based on the HR performance index, as the goal of job transfers is to develop the potential of human resources. Therefore, job transfers are not merely

administrative policies but rather human resource development strategies that support the principle of "the right man in the right place."

In addition to job transfers, job promotions also play a crucial role in improving employee performance and self-motivation, both within government organizations and within the corporate environment in general. High-performing and high-achieving employees have the potential to receive job promotions for their contributions to the organization.(Fajri et al., 2023).(Duru et al., 2023)states that in both developing and developed countries, job promotions act as a tangible instrument for self-development, achieving employee satisfaction, fostering a competitive spirit, reducing employee turnover, attracting skilled and diligent individuals, and achieving optimal workforce performance. If an employee feels they have provided higher input than their colleagues but receive lower results in terms of promotions, they will experience a sense of injustice. This feeling of injustice has the potential to lead to decreased performance, dissatisfaction, and turnover. This indicates that when promotion practices within an organization are fair, employee motivation increases, which in turn results in increased performance and productivity. According to (Pahlevi & Nohong, 2020), job promotions are an organizational effort to provide opportunities for high-achieving employees to occupy higher positions with greater authority and responsibility. Job promotions are expected to encourage employees to demonstrate their best performance, which may not have previously been fully realized due to limited authority in their previous positions.

However, the effectiveness of job transfer and promotion policies on employee performance remains unclear. This is due to previous research findings that indicate a conflicting assessment of the impact of job transfer and promotion on HR performance.(Putri, 2023)concluded that job transfer had a positive and significant effect on employee performance. Conversely,(Faradiba, 2024)found that job transfers did not have a positive and significant effect on employee performance. Controversial results were also found for the job promotion variable,(Erna et al., 2023)stated that job promotion has a positive and significant effect on employee performance, while(Michael & Yunior, 2021)found that job promotion had no effect and was not significant on employee performance.

The controversy surrounding the research results is also reinforced by the following data on HR Performance Values at the Semarang State Asset and Auction Services Office (KPKNL).

Table 1.1. Average HR Performance Score at KPKNL Semarang

Year	Average HR Performance Score
2021	112.2
2022	107.1
2023	112.4
2024	114.6
2025	116.4

Source: General Subsection of KPKNL Semarang

Based on the data from the table, it is known that the achievement of KPKNL Semarang's human resource performance has fluctuated, both decreasing and increasing, during the period of 2021 to 2025. The performance value is also still not optimal, because it is still far from the maximum value of 120. The significant fluctuation and less than optimal performance value indicate the possible influence of job transfer and job promotion policies on employee performance, which deserves further exploration through empirical research. In addition, it is strongly suspected that the effectiveness of external policies such as job promotions and job transfers does not immediately improve performance, but must first be internalized into strong self-motivation within the human resources. In other words, the success or failure of job promotions and job transfers in boosting employee performance is highly dependent on the level of self-motivation possessed. Therefore, this study explicitly focuses on testing and analyzing the role of self-motivation as a mediating variable that bridges the relationship between job promotions and job transfers on improving employee performance within the scope of KPKNL Semarang, KPKNL Surakarta and KPKNL Pekalongan.

2. Research Methods

This research is explanatory research. According to Sugiyono (2019), explanatory research is a research method that aims to explain the position of the variables studied and the influence between one variable and another. This research was conducted to test the proposed hypothesis, so it is expected to explain the relationship and influence between the independent variables and the dependent variable in the hypothesis.

3. Results and Discussion

3.1. Influence Job Promotion to Self-Motivation

The test results showed no significant effect between job promotion and self-motivation. This is evident from the T-statistic of 0.658, which is smaller than 1.96, and the p-value of 0.255, which is greater than 0.05. This means that job promotions granted by the agency have not been able to increase the intrinsic motivation of human resources.

Judging from the real-world conditions, this makes perfect sense. In this agency, promotions are typically accompanied by work placements outside of Java. This policy makes many human resources reluctant to accept promotions. Both male and female human resources tend to consider family factors, such as being away from their spouse, children, or parents. Furthermore, some human resources have certain health conditions that prevent them from moving far away. As a result, many human resources prefer to remain in their current positions rather than take higher positions that would require leaving their home base.

This phenomenon suggests that for human resources, workplace comfort and closeness to family are more important than promotions. Many even hope to remain employed or return to their home bases, such as Semarang, Solo, or Yogyakarta. This makes promotions less appealing to some. As a result, promotions fail to boost their work motivation.

Interestingly, despite not receiving a promotion, HR performance remains quite good. This indicates that HR maintains responsibility and professionalism in their work, even without the incentive of a promotion. Their motivation stems more from other factors, such as a sense of responsibility for their work, a comfortable work environment, good relationships with colleagues, and a stable personal life.

The results of this study align with those of Imelda et al. (2021), which stated that job promotions do not have a positive and significant impact on employee work motivation. This suggests that job promotions do not necessarily increase employee motivation. However, these findings differ from previous studies, such as those by Ningsi et al. (2010) and Prabowo (2016), which found that job promotions can increase work motivation. This discrepancy is likely due to differences in promotion systems and organizational conditions. In previous studies, promotions may have been viewed as a form of reward and an opportunity for growth. However, in this study, promotions were perceived as a burden due to the need to move far from home.

In theory, according to self-determination theory, a person's motivation will increase if basic needs such as competence, freedom at work (autonomy), and social relationships (connectedness) are met. However, in this case, the promotion actually disrupted these connectedness aspects, particularly relationships with family and social circles. As a result, the promotion did not have a positive impact on work motivation.

3.1.1. Influence *Job Transfer* to *Self-Motivation*

The test results show a positive and significant influence between job transfer and self-motivation. This is indicated by the T-statistic value of 3.346, which is greater than 1.96, and the p-value of 0.000, which is smaller than 0.05. This means that the better the implementation of job transfer in an agency, the more it will improve human resource self-motivation. Thus, the implementation of job transfer is one of the factors that can influence the level of human resource motivation in KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan.

These results indicate that job transfers can have a positive impact on employee motivation. Job transfers provide new experiences, different challenges, and opportunities to develop abilities and skills. Furthermore, a change in work environment can reduce burnout and boost morale. This encourages employees to work better and achieve optimal performance.

The results of this study align with previous research by Manalu (2017), which found that job transfers have a positive effect on self-motivation. Similar results were also found in research by Firman (2022) and Yusroniah et al. (2022), which showed that job transfers had a positive and significant effect on self-motivation. This suggests that job transfers can be an organizational strategy for increasing employee motivation.

Theoretically, based on self-determination theory, employee motivation will increase if the needs for competence, autonomy, and relatedness are met. Job transfers provide opportunities for employees to develop new competencies, increase self-confidence, and expand working relationships with colleagues in different units. This indirectly encourages increased internal motivation.

3.1.2. Influence *Job Promotion* on Employee Performance

The test results in this study indicate that the T-statistic value of 0.632 is smaller than 1.96, and the p-value of 0.264 is greater than 0.05. Furthermore, the resulting coefficient is also negative. This indicates that job promotions do not significantly impact employee performance. This means that promotions given to HR do not necessarily improve their performance. In fact, under certain conditions, promotions do not actually have an impact on performance improvement.

Judging from the actual conditions on the ground, this closely aligns with the phenomenon observed in research institutions. Promotions at the National Civil Service Agency (KPKNL) often require placement outside of Java. This policy discourages many employees from accepting promotions, as they would be far from their families and homes. Furthermore, some employees, considering health concerns, are reluctant to take higher positions. Consequently, many prefer to remain in their current positions rather than accept promotions.

This situation is further supported by field data. From 2024 to 2026, no employees at the Semarang KPKNL received promotions. In fact, in 2024, six employees met the promotion qualifications, while in 2025, eight employees also met the promotion requirements. However, these promotions were not realized. This situation indicates that promotions are not easily accepted by human resources at this institution. Many prioritize family factors, work location, and comfort over job promotions. This further strengthens the reason why job promotions did not positively impact employee performance or self-motivation in this study.

This situation results in a disconnect between job promotions and improved performance. Despite not being promoted, many employees are still able to perform well and demonstrate optimal performance. This suggests that employee performance isn't always determined by a higher position, but rather by other factors such as work experience, responsibility, a comfortable work environment, and closeness to family.

Furthermore, human resources in this agency tend to prefer remaining in their home base rather than accepting promotions that would require moving out of the region. In fact, there's a tendency for those placed outside their home base to desire to return to their home region. This suggests that work location factors have a greater influence on comfort and performance than the promotion itself.

Unlike promotions, job transfers or transfers to a desired location (e.g., returning to one's home base) can provide new experiences and a more comfortable work environment. This can increase motivation and ultimately have a positive impact on human resource performance. Therefore, in the context of this research, job promotions are not a primary factor in improving performance, as human resources prioritize work-life balance.

The results of this study align with research conducted by Pancasasti et al. (2022), which found that job promotions had a negative and insignificant effect on employee performance. This suggests that promotions do not always improve employee performance and, under certain circumstances, can even have a less-than-optimal impact on performance. However, the results of this study are inconsistent with several previous studies, such as those by Sigalingging (2018), Fajri et al. (2023), and Riandi and Joesyiana (2025), which stated that job promotions have a positive effect on employee performance. This difference is likely due to differences in promotion systems and organizational conditions. In previous studies, promotions may be perceived as a reward and attractive career opportunity. However, in this research institution, promotions are perceived as a significant consequence, requiring a move far from home.

3.2. Influence *Job Transfer* on Employee Performance

The test results in this study indicate that the T-statistic value is 1.700, which is close to the limit value of 1.96, and the p-value is 0.045, which is less than 0.05. This indicates that job transfer has a positive and significant effect on employee performance.

These findings indicate that job transfers or job transfers can have a positive impact on human resource performance. This is because job transfers allow employees to gain new experiences, face different challenges, and adapt to new work environments. These conditions can encourage employees to improve their abilities, skills, and ways of thinking in completing their work. Therefore, implementing job transfers can improve employee performance among employees at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan.

Furthermore, job transfers can also reduce job burnout, which often occurs when employees remain in the same position for extended periods. With the variety of work and new environments, employees tend to be more motivated and enthusiastic about their work, resulting in improved performance. However, the modest effect indicates that job transfers are not the sole determinant of performance improvement, but are also influenced by other factors such as motivation, leadership, and organizational support.

The results of this study align with those of Aini et al. (2020) and Sari et al. (2020), which stated that appropriately executed job transfers can be a crucial factor in improving employee performance. Specifically, Aini et al. (2020) emphasized that HR performance will improve if job transfers are carried out in a planned manner and in accordance with HR competencies. This finding is also supported by recent research by Riandi and Joesyiana

(2025), which shows that job transfers have a positive and significant impact on employee performance. It can be concluded that job transfers are an effective HR management strategy for improving HR performance, especially when implemented appropriately, taking competencies into account, and supported by a sound organizational system.

3.2.1. Influence Self-Motivation on Employee Performance

The test results in this study show that the T-statistic value is 10.660, which is much greater than 1.96, and the p-value is 0.000, which is smaller than 0.05. This indicates that self-motivation has a positive and very significant effect on employee performance. This finding shows that motivation originating from within HR plays a very important role in improving performance. HR with high motivation tends to be more enthusiastic in working, has a strong commitment to tasks, and is able to complete work more effectively and efficiently. In addition, self-motivation also encourages HR to continue to develop, learn new things, and face work challenges with a positive attitude. Therefore, the higher the self-motivation, the better the resulting employee performance.

In an organizational context, self-motivation is a crucial internal factor that determines the success of human resource performance. Unlike external factors such as promotions or transfers, intrinsic motivation is more stable and sustainable. Intrinsically driven employees typically work not only to fulfill obligations but also to strive for excellence. Therefore, increasing self-motivation can improve employee performance among employees at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan.

The results of this study align with various previous studies. Research conducted by Murti (2013) found that self-motivation has a significant influence on employee performance. This finding is reinforced by research by Rivaldo and Ratnasari (2020), which states that self-motivation directly has a positive and significant impact on HR performance. This consistency of results indicates that self-motivation is a key factor in improving work performance across various types of organizations. It can be concluded that self-motivation is the most dominant factor in improving employee performance in this study.

3.2.2. The Effect of Job Promotion on Employee Performance Mediated by Self-Motivation

The test results show that the coefficient value is 0.065 with a T-statistic value of 0.648 and a p-value of 0.259. At a significance level (α) = 0.05, the T-statistic value is smaller than 1.96 and the p-value is greater than 0.05. This indicates that self-motivation is unable to mediate the relationship between job promotion and employee performance. This means that job promotions cannot improve HR performance either directly or through increasing their internal motivation.

When viewed from the real-world situation, these results closely align with the phenomena observed in the research institution. Job promotions typically require placement outside of

Java. This is a major consideration for many, as they require distance from their families and homes. Consequently, many employees are uninterested in accepting promotions. Some even decline promotions due to health or other personal circumstances.

This situation results in job promotions failing to boost self-motivation. HR personnel don't view promotions as motivating, but rather as an additional burden due to the need to change jobs. Consequently, even when promotions are granted, there's no significant increase in motivation. Because motivation doesn't increase, HR performance also doesn't experience significant changes through this pathway.

On the other hand, many human resources are still able to demonstrate good performance despite not receiving a promotion. This suggests that their performance is more influenced by other factors, such as work experience, sense of responsibility, a comfortable work environment, and closeness to family. In fact, human resources tend to prefer remaining in their home bases, such as Semarang, Solo, or Yogyakarta, rather than accepting promotions outside the region. The desire to remain or return to their home base is actually a stronger source of motivation than a promotion.

Unlike promotions, job transfers, which allow employees to return to their home base, can actually boost motivation and performance. A comfortable work environment close to family encourages employees to be more enthusiastic about their work. This explains why self-motivation was unable to act as a mediating variable in this study between job promotions and employee performance, as the source of employee motivation stems not from promotions but from other factors more relevant to their circumstances.

Theoretically, self-motivation should be a bridge between organizational policies and human resource performance. However, in the context of this study, this did not occur because job promotions failed to increase human resource motivation. Therefore, it can be concluded that job promotions do not affect employee performance, either directly or indirectly through self-motivation as a mediating variable. This suggests that organizations need to consider workplace location and personal circumstances in human resource promotion policies to ensure a meaningful impact on motivation and performance.

3.2.3. The Effect of Job Transfer on Employee Performance Mediated by Self-Motivation

The test results show that the coefficient value is 0.290 with a T-statistic value of 3.067 and a p-value of 0.001. At a significance level (α) = 0.05, the T-statistic value is greater than 1.96 and the p-value is less than 0.05. This indicates that self-motivation is able to mediate the relationship between job transfer and employee performance. This means that job transfers not only have a direct effect on HR performance but can also improve performance by increasing motivation from within HR.

Judging from the field conditions, these results closely align with the phenomenon observed at the research institution. Unlike job promotions, which require employees to leave Java,

job transfers often provide opportunities for employees to return to their home bases, such as Semarang, Solo, or Yogyakarta. This creates a sense of comfort, allowing employees to work closer to their families and familiar surroundings. This sense of comfort, in turn, leads to increased work motivation.

When employees are placed in a work environment that aligns with their preferences, especially at home, they tend to be more enthusiastic, focused, and responsible in their work. This suggests that employee motivation isn't solely driven by challenges or new experiences, but also by comfort and closeness to family. This increased motivation also leads to improved employee performance.

Furthermore, job transfers also provide new experiences and a different work environment. For some employees, job transfers can be an opportunity to learn new things, adapt to a new environment, and develop their skills. This can reduce job boredom and boost work enthusiasm. This combination of new experiences and a comfortable work environment ultimately leads to increased self-motivation.

In this case, self-motivation acts as a bridge between job transfer and employee performance. Highly motivated employees tend to work more optimally, with greater discipline, and a greater focus on results. Therefore, when job transfers improve employee motivation, they will indirectly improve their performance. Therefore, it can be concluded that the more appropriate the job transfer implementation, particularly considering the work location and employee preferences, the higher the employee's work motivation. This will ultimately lead to improved employee performance for employees at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan.

4. Conclusion

Based on the results of the research that has been conducted, the following conclusions can be obtained: 1. Job promotion does not have a significant effect on self-motivation, so the implementation of job promotion may not necessarily increase self-motivation in human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan. 2. Job transfer has a positive and significant effect on self-motivation, so the implementation of job transfer can increase self-motivation in human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan. 3. Job promotion does not have a significant effect on employee performance, so the implementation of job promotion will not necessarily improve employee performance in the human resources of KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan. 4. Job transfer has a positive and significant effect on employee performance, so the implementation of job transfers can improve employee performance in the human resources of KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan. 5. Self-motivation has a positive and significant effect on employee performance, so the higher the self-motivation, the higher the employee performance in HR at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan. 6. Job promotion does not affect employee performance mediated by self-motivation, so self-motivation is not able to be a mediating variable in the

relationship between job promotion and employee performance in HR KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan. 7. Job transfer influences employee performance mediated by self-motivation, so self-motivation can be a mediating variable in the relationship between job transfer and employee performance in HR KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan.

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