

The Effect of Job Promotion on Achievement Motivation in Improving Human Resources Performance Through Job Satisfaction as an Intervening Variable

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Abstract. *The success of an organization in achieving its goals depends on the job satisfaction and performance of the human resources involved in it. The Department of Money Management, Bank Indonesia Jakarta as an institution in building the economy in Indonesia must be able to identify the factors that influence the job satisfaction of its employees. The problem in this thesis is whether there is an influence of job promotion, achievement motivation and human resource performance on employee job satisfaction in the Department of Money Management, Bank Indonesia, Jakarta. In general, this study aims to determine the effect of job promotion, achievement motivation and HR performance on job satisfaction of employees of the Money Management Department, Bank Indonesia, Jakarta. The population in this study were organic employees, namely 5,311 people. The sampling method in this study was 372 respondents. The variables in this study are Job Promotion, Achievement Motivation, and HR Performance as independent variables, and Employee Job Satisfaction is the dependent variable. The data collection method used is the questionnaire method and documentation. The data analysis method used in this study is the percentage description analysis method and multiple regression both partially and simultaneously. The results of the study indicate that the independent variables of job promotion and HR performance partially do not have a significant effect on employee job satisfaction, while achievement motivation has a significant effect on employee job satisfaction. And the results of the simultaneous regression analysis from the ANOVA test or F test obtained a calculated F value of 8.711 with a significance level of 0.000. Because the significant probability is much smaller than 0.05, this shows that simultaneously states that there is an influence of job promotion, achievement motivation and HR performance together on Employee Job Satisfaction.*

Keywords: Achievement; Motivation; Promotion; Satisfaction.

1. Introduction

Every organization can thrive and achieve its goals if supported by all its components. One key element that plays a crucial role is the individuals within the organization, commonly referred to as human resources. Organizational success depends heavily on the ability of each member to carry out their duties and responsibilities effectively and efficiently. This means that each individual is expected to work well, meticulously, and responsibly. Thus, the organization's shared goals can be achieved, ultimately enabling optimal performance for the organization (Lestari, 2020).

Mangkunegara (2015: 67) defines employee performance as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Employee performance emphasizes maximum quality and quantity in achieving targets. Performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization (Sutrisno, 2019: 172). Human resource (HR) performance is the actual behavior of each individual regarding their work results for the company so that each individual has different work results from others. The good or bad performance of an individual will greatly influence the sustainability of an organization in achieving its goals. High performance will make employees more loyal to the organization, motivated and will enjoy the work they do, but sometimes it can cause individuals to be unable to escape the pressure of the work they face.

Strong human resource performance in financial institutions is a crucial factor in maintaining financial system stability, driving economic growth, and protecting public interests. Financial system stability can prevent crises and protect the interests of customers and the public at large. Good performance in financial institutions reflects professionalism and transparency in carrying out their functions. Public trust in institutions will increase if they are able to maintain integrity, ethics, and deliver positive results in their performance. Good performance ensures that institutions can effectively carry out their supervisory and regulatory roles, thereby preventing detrimental behavior and protecting the public and economic actors. Good performance will ensure the availability of sufficient funds to support broad economic activity.

Human resource performance can be a benchmark for assessing how well a company's human resources contribute to its progress. Achieving optimal corporate goals requires clear human resource management, implemented through various company policies that align with the mutual interests of both the company and its employees. However, employee performance will be enhanced by individual self-awareness and commitment in carrying out their duties and responsibilities.

Performance is a function of motivation and ability to complete a task or job. A person should have a certain degree of willingness and ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is the actual behavior displayed by each person as work achievements produced by employees according to their role in the organization. Employee

performance is very important in the organization's efforts to achieve its goals (Rivai and Sagala, 2009).

One of the factors that influence HR performance is employee achievement motivation (Wardoyo, 2018). According to McClelland (in Sutrisno, 2017: 78), achievement motivation is the effort of each individual to mobilize all their abilities to carry out all activities that have become their duties and responsibilities to achieve certain targets that must be achieved. Robbins & Judge (2016: 112) define achievement motivation as an individual's drive to do something optimally by using all their abilities to excel over other individuals until the individual achieves success.

Motivation to achieve is a crucial factor in improving organizational performance. Previous research indicates a gap between motivational variables and organizational performance. Research by Abu Jahid and Adnyana (2021) indicates that motivation has a positive and significant effect on employee performance through organizational commitment. The results of this study indicate that the factors influencing employee work motivation are rewards, job satisfaction, and the work environment. The study found that the factors influencing employee work motivation are rewards, recognition, social support, and opportunities for career development. However, more specifically, Hutabarat et al. (2023) showed that motivational variables have a negative and significant effect on employee performance, while other factors such as the work environment and management support have a greater influence.

Human Resources (HR) policies are aimed at motivating Bank Indonesia's human resources to ensure they are maintained and developed in accordance with the demands of their duties and responsibilities. One indicator of Bank Indonesia's strategic human resources (HR) objectives is the Key Performance Indicator (KPI). Using these key performance indicators, Bank Indonesia can measurably evaluate the performance and promotion of its HR personnel. This is crucial in ensuring that its HR personnel possess the necessary qualities and capabilities to carry out their duties and responsibilities, and can make a significant contribution to the stability and sustainability of Indonesia's financial sector.

Improving Human Resources performance at Bank Indonesia follows established directions and policies. In 2021, Human Resources (HR) are required to be able to support digital transformation. In the 2021 Key Performance Indicators, Bank Indonesia was able to achieve "BI Human Resources (HR) are ready to enter the digital era through the achievement of all HR competency improvement plans during 2021." And "Improved Human Resources (HR) performance as a result of planned and programmed HR development in all areas according to Bank Indonesia's needs, which is reflected in the high capabilities of development participants." In 2022, Human Resources (HR) are required to be more competent and motivated to achieve. In the 2022 Key Performance Indicators, Bank Indonesia was able to achieve "competent and highly motivated HR, with a minimum achievement of 80% person-to-job fit."

Annual improvements in HR performance also take into account BI's medium-term program in the 2024 Destination Statement, which translates Bank Indonesia's 2024 vision into success indicators. The 2024 Bank Indonesia Destination Statement includes a point related to HR, which states, "The realization of a superior-performing Bank Indonesia organization supported by strong leadership, appropriate strategies, effective and efficient business processes, reliable and noble human resources, and work facilities appropriate to the digital era. In this regard, Bank Indonesia continues to strengthen the organization, improve work processes, develop HR performance, and strengthen Bank Indonesia's work culture by implementing the spirit of faith and obedience to God Almighty." Observing Human Resources (HR) Indicators at Bank Indonesia through the 2021 and 2022 Main Performances, it is clear that there are three highlighted indicators: Job Promotion, Achievement Motivation, and HR Performance. These variables need to be studied more deeply for their influence on the 2024 Destination Statement on the point "The realization of a superior-performing Bank Indonesia organization."

Job Promotion according to Hasibuan (2012) Job Promotion means a transfer that increases authority and responsibility to a higher position within an organization followed by greater obligations, rights, status, and income. In the discussion of research on Work Performance there is a phenomenon in Bank Indonesia, namely employees who are promoted are seen through their level of work performance, because work performance can also be an assessment for considering job promotions. Job Promotion can be realized if there is a vacant position, and one way to fill the position is to promote employees who have high achievements and performance. In the discussion of research on HR performance there is a phenomenon in Bank Indonesia, namely employees who are promoted are seen through their work performance, after feeling that their work performance is good enough, employees can feel job satisfaction in their achievements while working.

Job satisfaction is an important factor in improving employee performance. Previous research revealed that there is a gap between job satisfaction variables and HR Performance. Research by Hasibuan (2014: 203) shows that job satisfaction has a positive and significant effect on HR Performance. The results of the study indicate that factors that influence job satisfaction are fair salary, job promotion, supporting equipment, and workload. But more specifically, Ahmad et al (2019) showed that job satisfaction variables have a negative and significant effect on employee performance. While other factors such as the work environment and management support have a greater influence. Therefore, in this study, job satisfaction is used as an intervening (mediation) variable. From the background, gap phenomenon and gap research, and problem identification explained above, the problem in this study is how the Role of Job Promotion and Achievement Motivation on HR Performance with job satisfaction mediation at Bank Indonesia (Case Study: Bank Indonesia) ".

2. Research Methods

The sampling method used in this study is nonprobability sampling. Nonprobability sampling is a sampling technique that does not provide an opportunity or chance for each member of

the population to be selected as a sample member (Abdullah, 2015). The determination of the sample and population in this study is based on the purposive sampling technique. Purposive sampling is a sampling technique with certain considerations. The researcher's considerations in taking the research sample are employees of the Money Management Department with a minimum position level of Executive and a minimum work period of one year. The population is 230 DPU employees (BI, 2023), so the minimum number of samples using the Slovin formula with a 5% error, obtained a minimum number of samples of 146 employees.

3. Results and Discussion

A research location is where researchers obtain the necessary data. The selection of a research location should be based on considerations of its interest, uniqueness, and relevance to the chosen topic. It is hoped that by selecting a research location, the author will discover meaningful and novel findings that will add to their scientific knowledge.

According to Nasution (2003), the research location refers to the concept of social location characterized by three elements. These three elements include the actor, the place, and the activity being observed. The research location for this thesis is within the scope of the Bank Indonesia Head Office, Department of Money Management (DPU) Jakarta, located at Jl. MH Thamrin No. 2, Gambir District, Central Jakarta City, DKI Jakarta.

The nationalization of De Javasche Bank NV was carried out in December 1951 based on Law Number 24 of 1951 dated December 6, 1951 concerning the Nationalization of De Javasche Bank NV. After the nationalization, the Government and Parliament followed up with the establishment of Bank Indonesia based on Law Number 11 of 1953 concerning the Establishment of the Basic Law of Bank Indonesia which was ratified on May 19, 1953 and announced on June 2, 1953 which came into effect on July 1, 1953. In the Law it was stated that the establishment of Bank Indonesia was intended to act as Indonesia's central bank. The dynamics of economic, social, and especially political conditions have an impact on the role of Bank Indonesia as a central bank, which is marked by the replacement or amendment of the Law on Bank Indonesia, most recently with Law Number 6 of 2009 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2008 concerning the Second Amendment to Law Number 23 of 1999 concerning Bank Indonesia into a Law, hereinafter referred to as the Bank Indonesia Law (Bank Indonesia Law). Not only at the level of Law, the matter of the central bank is also the substance of the Fourth Amendment to the 1945 Constitution of the Republic of Indonesia (UUD 45) as stated in Article 23D that the State has a central bank whose composition, position, authority, responsibility, and independence are regulated by Law. With a clear and strong constitutional basis, as an implementation of the mandate of the 1945 Constitution Article 23D, in addition to its status as the Central Bank of the Republic of Indonesia, the Bank Indonesia Law also stipulates that Bank Indonesia is an independent state institution in carrying out its duties and authorities, free from interference from the Government and/or other parties, and is declared a legal entity so that there is clarity regarding Bank Indonesia's authority in managing its own assets that are separate from the

State Budget. In order for independence in carrying out its duties to be carried out with full responsibility, Bank Indonesia is required to be transparent and fulfill the principles of public accountability and be open to public oversight, including the obligation to prepare financial reports submitted to the Supreme Audit Agency of the Republic of Indonesia (BPK-RI) for audit. Furthermore, the results of the audit must be announced to the public through the mass media. The position of Bank Indonesia as stipulated in the Bank Indonesia Law above is in the Capital City of the Republic of Indonesia (BI, 2022).

Bank Indonesia has full autonomy in formulating and implementing all its duties and authorities, as stipulated by law. External parties are not permitted to interfere in the implementation of Bank Indonesia's duties, and Bank Indonesia is also obliged to reject or ignore any form of intervention from any party. This special status and position are necessary for Bank Indonesia to carry out its role and function as a monetary authority more effectively and efficiently.

In its capacity as the central bank, Bank Indonesia aims to achieve rupiah stability, maintain payment system stability, and contribute to financial system stability in order to support sustainable economic growth. To achieve these goals, Bank Indonesia is tasked with managing three areas: monetary policy, payment system policy, and financial system stability. These three areas of responsibility need to be integrated to achieve this single objective effectively and efficiently.

Bank Indonesia is headquartered at Jalan MH Thamrin Number 2 Jakarta. As of December 31, 2020, Bank Indonesia's work units consisted of 29 (twenty-nine) work units at the Head Office, 46 (forty-six) Bank Indonesia Representative Offices within the Republic of Indonesia, and 5 (five) Bank Indonesia Representative Offices outside the Republic of Indonesia. Bank Indonesia Representative Offices within the Republic of Indonesia consist of 5 (five) Coordinating Offices and Provincial Bank Indonesia Representative Offices, 29 (twenty-nine) Provincial Bank Indonesia Representative Offices, and 12 (twelve) City/Regency Bank Indonesia Representative Offices. The number of Bank Indonesia employees as of December 31, 2020, was 5,689, including 98 employees assigned to various institutions, such as the Financial Transaction Reports and Analysis Center, ASEAN+3 Macroeconomic Research Office (AMRO), International Monetary Fund (IMF), Bank Indonesia Supervisory Agency (BSBI), Bank Indonesia Employee Welfare Foundation (YKKBI), Deposit Insurance Corporation (LPS), KSSK, Perum PERURI, Islamic Financial Service Board (IFSB), YASPORBI, International Islamic Liquidity Management (IILM), Presidential Staff Office, Ministry of Cooperatives and Micro, Small, and Medium Enterprises (MSMEs), International Islamic University of Indonesia, and Coordinating Ministry for Economic Affairs.

Based on the Bank Indonesia Law, Bank Indonesia's capital is set at a minimum of Rp2,000,000,000,000.00 (two trillion Rupiah). This capital must be increased to 10% (ten percent) of all monetary liabilities, the funds of which come from General Reserves or the results of asset revaluation. Furthermore, it is regulated that the surplus from Bank Indonesia's activities will be divided as follows: 1. 30% (thirty percent) for the Purpose

Reserve. The remainder is accumulated as a General Reserve so that the total capital and General Reserve become 10% (ten percent) of all monetary liabilities. 3. The remaining surplus after deducting the distribution as stipulated in points 1 and 2 is submitted to the Government. As long as the settlement of Bank Indonesia Liquidity Assistance (BLBI) has not ended, the Purpose Reserve is set at 10% (ten percent). General Reserves are used to increase capital or cover Bank Indonesia's deficit, while Purpose Reserves are used, among other things, for the costs of replacing and/or renewing fixed assets, procuring necessary equipment, and developing the organization and human resources in carrying out the duties and authorities of Bank Indonesia as well as the necessary participation in the implementation of Bank Indonesia's duties (BI, 2020).

The respondents in this study were employees at Bank Indonesia Head Office, Department of Money Management, Jakarta. The high rate of questionnaire responses and answers was due to the researcher distributing the questionnaire directly and waiting for responses from respondents. The questionnaires were distributed to 372 employees, with a 100% response rate.

Before discussing the results further, we will first discuss the demographics of the respondents, including gender, age, and education level of those participating in this study. All information regarding the research results and respondents was obtained from the questionnaire distribution. The distribution of the research results is presented below:

Table Respondent Descriptives Based on Gender.

Gender	Frequency	Percentage (%)
Man	125	85.7
Woman	21	14.3
Total	146	100

Table Respondents' Age

Age (Years)	Frequency	Percentage (%)
26 to 35	40	27.4
36 to 45	39	26.7
46 to 55	37	25.3
>55 years	30	20.6
Total	146	100.0

Table Education Level

Education	Frequency	Percentage (%)
High School and Diploma I/II/III	3	2.1
Bachelor degree)	121	82.8
Masters (S2)	22	15.1
Total	146	100.0

From the table data above, from a total of 146 respondents, it shows that the majority of respondents were male, namely 125 people or 85.7% and 21 people were female or 14.3%. The majority were male and almost all levels of employee education were dominated by Bachelor's degrees (S1) with a total of 121 respondents or 82.8%.

Temporary the employee age group was dominated by 40 respondents aged 26-35. This was followed by 39 respondents aged 36-45. 37 respondents aged 46-55. The remainder were employees aged 55 and over.

Table Results of Multiple Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std Error	Beta		
(constant)	20,688	2,529		8,181	0,000
Job Promotion	0.041	0.053	0.092	0.783	0.437
Achievement Motivation	0.174	0.070	0.369	2,473	0.017
HR Performance	0.077	0.046	0.255	1,684	0.099

Based on the SPSS output above, the following regression equation is obtained:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 20.688 + 0.041X_1 + 0.174X_2 + 0.077X_3$$

Information:

Y : Dependent variable (job satisfaction)

a : Regression coefficient (constant)

b1 : Job Promotion Regression Coefficient

b2 : Regression Coefficient of Achievement Motivation

b3 : Human Resource Performance Regression Coefficient

X_{1,2,3} : Independent Variable

Or in other words it can be explained that:

- 1) Based on the constant value, it has a positive value of 20.688, a positive sign indicating a unidirectional influence between the independent variables (job promotion, achievement motivation, and HR performance) and the dependent variable (Job Satisfaction).

2) Based on the regression coefficient value for the job promotion (PJ) variable, which is 0.041, this value indicates a positive (unidirectional) influence between the job promotion variable and the job satisfaction variable. Based on this, if the job promotion variable increases by 1%, job satisfaction will increase by 0.041, assuming the other independent variables are held constant.

3) Based on the regression coefficient value for the achievement motivation (MB) variable, which is 0.174, this value indicates a positive (unidirectional) influence between the Achievement Motivation variable and the job satisfaction variable. Based on this, if the achievement motivation variable increases by 1%, job satisfaction will increase by 0.174, assuming the other independent variables are held constant.

4) Based on the regression coefficient value for the Human Resource Performance (HR) variable, which is 0.077, this value indicates a positive (unidirectional) influence between the HR Performance variable and the job satisfaction variable. Based on this, if the HR Performance variable increases by 1%, job satisfaction will increase by 0.077, assuming the other independent variables are held constant.

Hypothesis Testing:

1) Partial Test (t-Test)

To determine the influence of the independent variables of job promotion, achievement motivation, and HR performance on the dependent variable, namely job satisfaction, a t-test is necessary. If the probability value is <0.05 , H_0 is rejected, meaning there is a significant influence. The results of the partial test can be seen in the following table:

Table Coefficients Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std Error	Beta		
(constant)	20,688	2,529		8,181	0,000
Job Promotion	0.041	0.053	0.092	0.783	0.437
Achievement Motivation	0.174	0.070	0.369	2,473	0.017
HR Performance	0.077	0.046	0.255	1,684	0.099

Based on the partial test results for the job promotion variable, t count = 0.783 was obtained with a significance value of $0.437 > 0.05$, so H_0 was accepted and H_a was rejected. This shows that H_1 was partially rejected, which states that job promotion has a positive and insignificant influence on job satisfaction. It can be concluded that the results of the hypothesis do not support Siagian's theory (2014:128) which states that job promotion is a process that can provide influence, psychology, decision-making, and can provide motivation aimed at improving the organization or employees.

Based on the partial test results for the achievement motivation variable, t count = 2.473 was obtained with a significance value of $0.017 < 0.05$, so H_0 was rejected and H_a was accepted. This shows that H_2 is partially accepted, which states that achievement motivation has a positive and significant influence on job satisfaction. It can be concluded that the results of the hypothesis support the theory. According to As'ad in Sudarmanto (2011:54), Achievement Motivation is a series of encouragement formulated intentionally by company leaders aimed at employees so that they are willing to sincerely do certain jobs that have an impact on increasing achievement in a series of achieving company goals.

Based on the partial test results for the HR performance variable, t count = 1.684 with a significance value of 0.099 was obtained. Because the significant probability is much greater than 0.05, H_0 is accepted and H_a is rejected. This shows that H_3 is partially rejected, which states that HR performance has a positive and insignificant influence on job satisfaction. It can be concluded that the hypothesis results do not support Soedarmayanti's (2013) theory which states that HR performance is one of the variables in a group where there are several supporting facilities for efficient work.

2) Simultaneous Test (f-Test)

Simultaneous testing was used to determine the influence of the independent variables of job promotion, achievement motivation, and HR performance on the dependent variable of job satisfaction together. Based on testing with SPSS version 20, the ANOVA output was obtained in the following table:

Table Simultaneous Test ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	122,496	3	40,832	8,711	0.000b
Residual	229,693	49	4,688		
Total	352,189	52			

From the ANOVA or F test, the calculated F value was 8.711 with a significance level of 0.000. Because the probability of significance is much smaller than 0.05, H_0 is rejected and H_a is accepted. This shows that simultaneously H_4 which states that there is an influence of job promotion, achievement motivation and HR performance together on Job Satisfaction is accepted. It can be concluded that the test results produced support the framework of thought that has been created which explains that job promotion, achievement motivation and HR performance influence Employee Job Satisfaction.

Coefficient of Determination:

1) Simultan

To determine the extent of the contribution of leadership, work motivation and work environment to employee performance simultaneously, it can be determined based on the Adjusted R Square value in the Simultaneous Determination table.

Table Simultaneous Determination Model Summary

Model	R	R Square	Adjusted R Square	Error of the Estimate
1	0.590	0.348	0.308	2,165

a. Predictors: (Constant), job promotion, achievement motivation, performance

b. Dependent Variable : Job satisfaction

Based on the Model Summary table, it is known that the Adjusted R Square value is 0.348. So it can be concluded that the contribution of job promotion, achievement motivation and HR performance to job satisfaction simultaneously is 34.8%, while the remaining 65.2% is influenced by other factors.

2) Partial

The magnitude of the partial influence of the independent variable can be seen from the partial correlation square below:

Table Partial Determination Coefficientsa

Model	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
Job Promotion	0.190	0.111	0.090	0.958	1,044
Achievement Motivation	0.543	0.333	0.285	0.596	1,677
HR Performance	0.509	0.234	0.194	0.580	1,724

Based on the calculation results using the SPSS program, it is known that the coefficient between Job Promotion and Job Satisfaction is 0.111, so it can be seen that the contribution of the influence of job promotion on employee job satisfaction is $(0.111)^2$, which is the same as 0.01 or 1%.

The contribution coefficient between achievement motivation and job satisfaction is 0.333, so it can be seen that the contribution of the influence of achievement motivation on employee job satisfaction is $(0.333)^2$, which is equal to 0.11 or 11%.

The coefficient between HR performance and employee job satisfaction is 0.234, so it can be seen that the contribution of HR performance to employee job satisfaction is $(0.234)^2$, which is the same as 0.05 or 5%.

4. Conclusion

The conclusions that can be drawn from the research results and discussion are as follows: 1) Job promotion has a positive insignificant effect on employee job satisfaction in the Money Management Department, Bank Indonesia, Jakarta. Meanwhile, in the partial calculation of the Job Promotion variable, the contribution of the influence of job promotion on employee

job satisfaction is $(0.111)^2$, which is equal to 0.01 or 1%. The results of the hypothesis do not really support Siagian's theory (2014:128) who stated that job promotion is something that can provide influence, information, decision-making, and can provide motivation aimed at improving the organization or employees. 2) Achievement Motivation has a positive and significant influence on employee job satisfaction in the Money Management Department, Bank Indonesia, Jakarta, with a contribution of 11%. The results of the hypothesis support the theory according to As'ad in Sudarmanto (2011) that Achievement Motivation is a series of encouragement formulated intentionally by company leaders aimed at employees so that they are willing to sincerely carry out certain behaviors that have an impact on increasing work performance in a series of achieving company goals. 3) Human resource performance has a positive, insignificant influence on job satisfaction in the Money Management Department, Bank Indonesia, Jakarta. Meanwhile, in the partial calculation of the HR performance variable, the contribution of HR performance to Job Satisfaction is $(0.234)^2$, which is equal to 0.05 or 5%. The results of the hypothesis do not really support the theory of Soedarmayanti (2013:23) who stated that HR performance is the main aspect that supports efficient work.

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