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Job Satisfaction as an Intervening Variable in the Relationship Between Job Promotion and Employee Performance at Bank Indonesia in the Jakarta Region

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Abstract. *Job promotion is one of the key instruments in human resource management, serving not only as a form of recognition but also as a factor believed to influence employee motivation and performance. This research is motivated by the importance of understanding how job promotion can enhance performance, both directly and indirectly through job satisfaction as an intervening variable. The objective of this study is to analyze the effect of job promotion on employee performance and to assess the extent to which job satisfaction mediates this relationship. A quantitative approach was employed using linear regression analysis, applied to data collected from respondents at Bank Indonesia, Jakarta Regional Office. The results show that job promotion has a significant effect on both employee performance and job satisfaction. Regression testing confirms that the t-value > 2 with a p-value < 0.05, indicating that the alternative hypothesis (Ha) is accepted. The findings suggest that job promotion contributes to improved employee performance, although the strength of the relationship (R = 0.313) and the explained variance (R^2 = 9.8%) remain relatively low. Furthermore, job promotion was also found to have a significant effect on job satisfaction, with R = 0.498 and R^2 = 24.8%, reflecting a stronger relationship compared to direct performance. Further analysis including job satisfaction as an intervening variable reveals that the significance level of job promotion on employee performance remains below 0.05, as does the relationship between job promotion and job satisfaction. These results highlight the crucial role of job satisfaction as a mediator, strengthening the influence of job promotion on performance, how job promotion first enhances employee satisfaction, which subsequently contributes to a significant improvement in their performance.*

Keywords: *Intervening; Performance; Regression; Satisfaction, Employee, Variable.*

1. Introduction

The sustainability and success of an organization depend heavily on the quality and role of its human resources. Human resources with high levels of job satisfaction tend to be more productive, motivated, and contribute optimally to achieving organizational goals (Ida Bagus Ketut Surya & Bayu Indra Nugraha, 2016). One of the main factors supporting organizational success is having employees who feel comfortable, motivated, and enjoy their work. When employees are satisfied with their work, they will demonstrate loyalty, improve their performance, and have a high level of commitment to the organization.(Widya et al., 2018).

In this context, companies or organizations must have a deep understanding of the factors that influence employee job satisfaction. This is crucial because job satisfaction can be used as an indicator to measure an organization's effectiveness in meeting the needs and expectations of its employees. By understanding employee job satisfaction, companies can take strategic steps to improve the quality of the work environment, provide appropriate rewards, and create working conditions that better support employee well-being and productivity.

Furthermore, it's important to recognize that job satisfaction isn't a simple concept to analyze. In theory, job satisfaction is a subjective phenomenon that can be influenced by various factors that vary from person to person. "Satisfaction" has various dimensions, depending on the preferences, expectations, and working conditions experienced by each employee. (Hasibuan, 2016)Therefore, the approach to measuring job satisfaction must consider various aspects, including compensation, work environment, social relationships, and career development opportunities.

In general, job satisfaction can be defined as an individual's perception of their job, whether positive or negative. If employees are satisfied, they will be more motivated to perform well, demonstrate loyalty to the organization, and have high work morale. Conversely, if job satisfaction is low, employees tend to feel uncomfortable, less enthusiastic, and may even experience work stress, which impacts their productivity and the quality of their work.(Alfath et al., 2019).

Some of the main factors that play a role in shaping employee job satisfaction levels include compensation or financial rewards provided by the company, opportunities for promotion, the physical and non-physical working environment, and the characteristics of the work performed. Fair compensation commensurate with job responsibilities will increase employee satisfaction, while promotion opportunities provide additional motivation for employees to develop and improve their performance. A comfortable work environment, both in terms of physical facilities and social atmosphere, also plays an important role in increasing job satisfaction. In addition, job characteristics that are interesting and in line with employees' skills and interests can provide a sense of satisfaction for them in carrying out their duties.

Ultimately, job satisfaction plays a crucial role in the continuity and development of any organization. The level of employee satisfaction not only impacts individual well-being but is also a key factor in determining the effectiveness and success of an organization in achieving its strategic goals. When employees are satisfied with their work, they demonstrate dedication, loyalty, and high motivation, ultimately increasing the organization's overall productivity and efficiency. Conversely, low job satisfaction can lead to various problems, such as decreased performance, increased stress levels, and high employee turnover rates, all of which can hinder organizational development. Therefore, companies must be able to implement appropriate human resource management strategies to ensure that their employees feel valued, motivated, and have high job satisfaction.

One strategy that can be implemented to improve employee performance is to implement a promotion policy through efforts to increase employee job satisfaction. Promotion is not simply a change in position within the organizational structure; it is also a form of recognition given by the company to employees for their performance, competence, and dedication to their work. Hasibuan (2016)defines job promotion as "a move that increases an employee's authority and responsibility to a higher position within an organization, so that his/her obligations, rights, status, and income increase." In other words, job promotion provides an opportunity for employees to develop further in their careers by gaining greater responsibility, increased income, and the opportunity to develop higher skills and expertise.

In practice, as seen in the Bank Indonesia Jakarta Regional workplace, job promotions are highly anticipated by employees. This is because promotions not only demonstrate management's trust and recognition of an employee's competence and capabilities, but also provide them with the opportunity to gain broader work experience and enhance their professional standing within the organization. Employees who receive promotions generally feel more motivated to contribute their best, as they see that their efforts and hard work are recognized and appreciated by the company.

Furthermore, job promotions can be interpreted as a form of recognition for an employee's success in demonstrating superior performance in carrying out the tasks entrusted to them by the company. With a sound and transparent promotion system, employees will feel more motivated to continuously improve their competencies and work quality to obtain greater opportunities in their careers. Therefore, employee management and development at Bank Indonesia Jakarta must be carried out systematically and professionally, so that it can provide benefits for both employees and the company as a whole.

When companies have clear and fair promotion policies, they can ensure that individuals with the best potential and performance have the opportunity to occupy higher positions. This way, companies can not only optimize existing human resources but also create a competitive, productive, and conducive work environment for employee development. In the long term, this strategy will positively impact the achievement of organizational goals and strengthen the company's position in facing the challenges and dynamics of an ever-evolving business environment.

However, in practice, promotion policies in an organization don't always work as expected. Various factors can hinder the effectiveness of promotions, one of which is the lack of consideration of competency and performance in the decision-making process. If promotions are granted without considering an employee's merit and work achievements, this can lead to dissatisfaction among other employees who feel more deserving of a promotion based on their achievements.

This situation can trigger a sense of injustice, which ultimately negatively impacts employee morale, loyalty, and productivity within the organization. Therefore, employee job satisfaction acts as an intervening variable in the relationship between job promotions and employee performance. Job satisfaction can directly impact employee performance because satisfied employees tend to perform better and are more effective in achieving their goals.

In this context, transparency in job promotion mechanisms is a crucial aspect in determining job satisfaction levels. Employees will feel valued and encouraged to contribute more if they perceive that the promotion process is conducted fairly, based on clear parameters, and not influenced by subjective factors such as personal closeness to superiors. Conversely, if promotions are given in a non-transparent manner and do not refer to objective achievements and accomplishments, this can lead to dissatisfaction, decreased work motivation, and weakened employee enthusiasm in carrying out their duties. Distrust in an unaccountable promotion system can ultimately undermine employee loyalty to the organization and negatively impact productivity, both at the individual and institutional level.

As Indonesia's leading financial institution, Bank Indonesia plays a strategic role in maintaining monetary stability, overseeing the national financial system, and ensuring the sound implementation of economic policies. To carry out its complex and crucial duties, Bank Indonesia requires a professional, competent workforce with a high level of job satisfaction to deliver optimal performance. Therefore, human resource management at Bank Indonesia must be able to design and implement a clear, objective, meritocratic promotion policy.

With a well-managed and transparent promotion policy, Bank Indonesia Jakarta Region can ensure that employees with superior performance and appropriate competencies have the opportunity to develop their careers. This will not only increase employee job satisfaction but also create a more conducive and productive work environment, and can drive improvements in overall organizational performance. Therefore, proper promotion management at Bank Indonesia Jakarta Region will not only have an impact on increasing employee motivation and loyalty, but will also support the achievement of Bank Indonesia Jakarta Region's vision and mission as an institution that plays a role in maintaining the stability of the national economy and financial system.

Various previous studies have examined how job promotions affect employee job satisfaction within an organization. Published research findings vary, indicating that the relationship between job promotions and employee job satisfaction can be influenced by various factors, such as company policies, organizational culture, and individual perceptions of the promotions they receive.

One of the studies that highlights the relationship between job promotion and employee job satisfaction was conducted(Hidayah, 2016)The research results show that job promotions do not significantly influence employee job satisfaction at KSPS BMT Logam Mulia. This finding indicates that other factors, such as compensation, work environment, or organizational culture, may be more dominant in influencing employee job satisfaction levels than job promotions themselves.

In contrast to the results of Hidayah's research, research conducted by (Herman, 2017)Research shows that job promotions have an impact on employee performance in the company. This finding is based on the assumption that job promotions can increase employee work motivation, which ultimately has a positive impact on their productivity. In other words, when employees perceive they have the opportunity for promotion based on their performance and competency, their work ethic and dedication to the organization tend to increase.

Furthermore, research conducted by (Basriani & Martina, 2017)In their study, they found that job promotions have a positive impact on employee performance. The results of this study indicate that the promotion policy at PT. Tasma Puja has been running well, meaning that the promotion mechanism implemented by the company has met employee expectations and has had a positive impact on their performance.

Meanwhile, more recent research was conducted by(Widiantari et al., 2022)provides findings that further enrich the discussion on the relationship between job promotions and job satisfaction. The results of this study indicate that, both partially and simultaneously, job promotions and supervision have a significant influence on employee job satisfaction in the company. This means that, in addition to job promotions, supervisory factors also play a significant role in creating optimal job satisfaction for employees.

2. Research Methods

Research methods are a scientific approach used to obtain data systematically to achieve certain goals and provide benefits in a study.(Sugiyono, 2012). In this research, the approach applied is a quantitative method with a descriptive verification design. According to(Arikunto, 2010)The descriptive research method is an approach that aims to describe or illustrate a phenomenon and the relationships between the variables studied systematically, factually, and accurately. This approach allows researchers to analyze phenomena that occur in the field based on data obtained during the research process. In the context of this research, the descriptive method is used with the hope that through accurate data collection and analysis, causal relationships relevant to the topic can be tested. Thus, this study does not merely present an empirical description of the phenomenon studied, but also seeks to find the meaning and implications of the analysis results in order to answer the proposed research questions. Through this descriptive research method, researchers attempt to answer the main problem formulation, namely whether job promotions affect employee performance at Bank Indonesia Jakarta Region through job satisfaction. By analyzing the data obtained objectively, this study aims to identify the extent to which job promotions can increase employee job satisfaction, which ultimately has a positive impact on improving individual performance in a competitive and professionalism-oriented banking work environment.

3. Results and Discussion

3.1. Description of the Research Object

The history of Bank Indonesia is inseparable from the long history of the Indonesian nation itself. This institution has its roots in the establishment of De Javasche Bank (DJB) on January 24, 1828, by King Willem I of the Kingdom of the Netherlands. At that time, it functioned as a circulation bank (bank issuing money) and commercial bank for the colonial territory of the Dutch East Indies. DJB was given exclusive authority to print and circulate Dutch East Indies guilders, and to open branch offices in various strategic areas, both domestically and internationally, to support trade activities and Dutch colonialism. Thus, from its inception, DJB has played a vital role in the financial and monetary system in the Indonesian archipelago.

Following the Proclamation of Indonesian Independence in 1945, the Indonesian government initiated the nationalization of the DJB as part of its efforts to assert economic sovereignty. Through the formation of the De Javasche Bank Nationalization Committee, a gradual takeover process was carried out until, in 1951, the majority of DJB shares were finally acquired by the Indonesian government. This process culminated in the enactment of Law No. 11 of 1953, which officially changed the name of De Javasche Bank to Bank Indonesia (BI). July 1, 1953, was designated as the official operating date of Bank Indonesia as the national central bank, and that date is commemorated today as Bank Indonesia Day.

At its inception, Bank Indonesia still performed dual functions as a monetary authority and a commercial bank, accepting deposits and extending credit. However, this function experienced dynamics along with changes in political direction and the government system. During the Guided Democracy era (late 1950s–1960s), BI's de facto independence diminished, as the BI Governor entered the cabinet structure, resulting in monetary management functions being directly controlled by the government. This period is also known as the "Bank Berjoang" (Joining Bank) concept, where BI merged with several other state-owned banks to form an integrated national banking system to support development.

Another major change occurred during the New Order era, with the enactment of Law No. 13 of 1968, which firmly re-established Bank Indonesia as the central bank and withdrew it from commercial banking activities. This law also established BI as the custodian of state funds and focused on monetary control functions, such as regulating the money supply and maintaining price stability.

The reform era marked a new chapter for Indonesia's financial system. The 1997–1998 Asian monetary crisis, which devastated the national economic stability, became a crucial trigger for reforming the monetary and banking systems. In response to the crisis, the government enacted Law No. 23 of 1999, which established Bank Indonesia as an independent state institution, separate from the government and free from political intervention. This law established one primary objective for Bank Indonesia: maintaining the stability of the rupiah, both in terms of prices (inflation) and exchange rate stability.

Reforms continued with the enactment of Law No. 3 of 2004, an amendment to the 1999 Bank Indonesia Law. This amendment strengthened Bank Indonesia's independence, clarified its responsibility for maintaining financial system stability, and strengthened the institution's accountability and transparency. In 2008, through a Government Regulation in Lieu of Law (Perppu), which was later ratified as Law No. 6 of 2009, Bank Indonesia was granted the authority to act as a lender of last resort, providing emergency loans to financial institutions experiencing liquidity difficulties to maintain the stability of the national financial system.

2011 marked another important milestone with the establishment of the Financial Services Authority (OJK) under Law No. 21 of 2011. This law transferred some of the microprudential oversight functions of banking and financial institutions, previously held by Bank Indonesia

(BI), to the OJK. Meanwhile, Bank Indonesia retained responsibility for macroprudential aspects and payment systems, including the regulation, supervision, and development of a systemically sound financial system.

Over the past decade, particularly since 2020, Bank Indonesia has faced new challenges due to the impact of the COVID-19 pandemic, financial globalization, and the digitalization of the payment system. BI demonstrated its adaptability by expanding its monetary policy instruments, strengthening coordination with the government and other institutions, and strengthening the digital payment system. These challenges subsequently became an important backdrop for the formulation and ratification of Law Number 4 of 2023 concerning the Development and Strengthening of the Financial Sector (PPSK Law). The PPSK Law reaffirms and strengthens Bank Indonesia's role, particularly in strengthening the macroprudential policy framework, payment system supervision, and coordination between financial authorities to maintain national financial system stability.

In the global context, Bank Indonesia not only plays an active role domestically, but also increasingly demonstrates its existence as a credible and influential national monetary authority in various international forums. Bank Indonesia's participation in global forums and cross-border cooperation continues to increase in line with the complexity of the international financial system and the need for policy synergy between countries. One concrete form of this involvement is Bank Indonesia's active participation in Project Nexus, an international initiative aimed at building a real-time, fast, secure, and efficient cross-border payment system infrastructure. Through its involvement in this project, Bank Indonesia demonstrates its commitment not only to strengthening the domestic payment system but also to contributing to the creation of an inclusive and interconnected global payment ecosystem between countries, particularly in Southeast Asia and beyond.

When viewed historically and institutionally, the history of Bank Indonesia reflects a long journey and ongoing transformations over time. This institution has experienced various dynamics, from its colonial period as De Javasche Bank to its current transformation into a modern, independent, adaptive, and progressive national central bank, functioning not only as a guardian of exchange rate and inflation stability, but also as a primary driver of overall financial system stability.

This mandate is not only implemented domestically but also expanded internationally through strategic partnerships with various countries and global financial institutions. With a strong legal foundation, continuously strengthened institutional capabilities, and the ability to adapt to changing times, Bank Indonesia now plays a strategic role in supporting national economic development that is sustainable, inclusive, and resilient to global shocks.

The status and position of Bank Indonesia (BI) as the highest monetary authority in Indonesia has undergone significant development, particularly since the enactment of Law Number 23 of 1999 concerning Bank Indonesia. This law marked a new era in BI's institutional history, establishing, for the first time, Bank Indonesia as an independent state institution, separate from interference by the executive or other state institutions. This status was subsequently reinforced and updated through a number of legislative amendments, most recently through

Law Number 4 of 2023 concerning the Development and Strengthening of the Financial Sector (PPSK Law).

Bank Indonesia's independence within the Indonesian state system is not merely symbolic, but substantive. As stated in Article 4 paragraph (1) of Law No. 23 of 1999, which has been revised, Bank Indonesia has the status of an independent state institution in carrying out its duties and authorities, which means that it may not be interfered with by the government, the House of Representatives, or other external parties. Intervention can only be justified if it has been explicitly determined in law. This institutional independence is crucial to ensuring the effectiveness of monetary policy implementation, financial system stability, and payment system efficiency, which are the three main functions of Bank Indonesia.

This independence includes full autonomy in policy formulation and implementation of key functions, including:

1) Determine and implement monetary policy to achieve and maintain stability in the value of the rupiah;

2) Organize and maintain the smooth running of the payment system;

3) Maintaining the stability of the financial system as part of efforts to prevent and overcome financial crises.

In practice, BI must not only reject political interference but also ignore pressure that could affect its independence, whether from state or non-state actors. This independence provides market participants and the public with confidence that monetary policy is not being used for short-term political gain, but rather solely for the purpose of macroeconomic stability.

Furthermore, Bank Indonesia also holds the status of a public legal entity and a civil legal entity, as stipulated in Law No. 23 of 1999 in conjunction with Law No. 4 of 2023. As a public legal entity, Bank Indonesia has the authority to establish generally binding BI regulations (PBI) to carry out its duties and authorities as stipulated in laws and regulations. These regulations apply to the general public and all economic actors in order to maintain monetary stability and the national financial system. This emphasizes BI's role as a regulator within the scope of monetary and payment system duties.

Meanwhile, as a civil legal entity, Bank Indonesia has the legal standing to take legal action on its own behalf, both as a plaintiff and a defendant. This provides BI with legal flexibility in carrying out its institutional activities, including in collaborative relationships with private parties, contractual matters, and litigation.

Bank Indonesia's independent status and dual authority as a public and civil legal entity make it a strategic institution within the Indonesian state system. In this regard, BI is not only tasked with maintaining the stability of the rupiah exchange rate and the national payment system, but also contributes to maintaining financial system stability, which is increasingly important amidst global dynamics and international economic integration.

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Based on this, it is clear that Bank Indonesia has the constitutional and legal legitimacy to act professionally, transparently, and accountably in carrying out its mandate. Therefore, strengthening BI's legal standing and independence through the PPSK Law is a crucial step to ensure that monetary and financial policies are not only responsive to national economic developments but also in line with the principles of good governance in the public sector.

3.2. Respondent Identification

The following are the identification results of respondents who have filled out the questionnaire distributed to 100 employees at Bank Indonesia in the Jakarta area.

Description Table of Respondents of Bank Indonesia Employees in the Jakarta Region

No	**Respondent Characteristics**		**Number of Respondents**	**Percentage**
1	Gender	Man	80	80%
		Woman	20	20%
2	Religion	Islam	75	75%
		Hindu	5	5%
		Buddha	1	1%
		Christian	19	19%
		Other	0	0%
4	Age	20-24 years old	15	15%
		25-30 years	21	21%
		31-35 years old	25	25%
		>36 years	39	36%
5	Employee Status	Permanent employees	100	100%
6	last education	D3	0	0%
		S1	100	100%
		S2	0	0%
		S3	0	0%
7	Length of work	<10 years	0	0%
		10-20 years	2	2%
		>20 years	11	11%

Based on the results of descriptive data collection regarding the characteristics of respondents in a study entitled Job Satisfaction as an Intervening Variable in the Relationship between Job Promotion and Employee Performance at Bank Indonesia Jakarta Region, it is known that of the total 100 respondents, the majority are men, namely 80 people or 80%, while women only number 20 people or 20%. This proportion indicates that the gender composition in the Bank Indonesia Jakarta region's work environment is still dominated by men. This dominance may reflect the existing workforce structure in the financial institution, which may still show a strong tendency towards male involvement in certain areas of duties and responsibilities, especially in managerial or operational areas directly related to job promotions and performance.

In terms of religion, the majority of respondents were Muslim, 75 people (75%), indicating that this belief is the dominant religion in the Bank Indonesia Jakarta workplace. In addition, there were 19 people (19%) who were Christian, 5 people (5%) who were Hindu, and 1 person (1%) who followed Buddhism. There were no respondents from other religious groups (0%). This religious diversity reflects the existence of pluralism in a harmonious work environment, even though the majority adhere to a particular religion. This is important to note because diversity of beliefs can influence perceptions of job satisfaction and social dynamics in the workplace.

In terms of age group, the distribution of respondents shows that the majority are in the age group above 36 years, namely 39 people (36%). Meanwhile, 25 people (25%) are in the age range of 31–35 years, 21 people (21%) are aged 25–30 years, and the remaining 15 people (15%) are aged 20–24 years. This indicates that most respondents are in the mature and experienced productive age category. Older respondents tend to have longer work experience, which likely impacts their perceptions of job promotions and job satisfaction, as well as their overall performance contribution.

Based on employment status, all respondents, or 100% of the total, were permanent employees. This indicates that this study specifically focused on employees who already had formal, permanent employment status at the agency. Permanent employee status is believed to provide job stability and a more structured career path, which is highly relevant to the topic of job promotion and job satisfaction as intervening variables.

In terms of their most recent education, all respondents had a Bachelor's degree (S1), representing 100% of the total, with no educational backgrounds at the Diploma 3 (D3), Master's, or Doctoral level. This demonstrates that a minimum bachelor's degree is a common prerequisite in Bank Indonesia's recruitment and career development structure. Higher education is also closely related to cognitive capacity, work competency, and expectations for promotion and job satisfaction.

Then, based on length of service, it was found that only 2 people (2%) had worked between 10 and 20 years, and 11 people (11%) had worked for more than 20 years. Interestingly, there were no respondents with less than 10 years of service (0%), which means that all respondents in this study were senior employees with extensive work experience. This length of service is very relevant because it has the potential to influence perceptions of the promotion system implemented in the institution, and how job satisfaction develops over time.

Based on this, the respondent profile in this study was predominantly male, Muslim, over 36 years old, permanent employees with a bachelor's degree, and long-term work experience. These characteristics strongly support the provision of valid and credible data for analyzing the effect of job promotions on employee performance through job satisfaction as an intervening variable. Furthermore, this profile also demonstrates a stable, mature, and professional background, making it relevant in examining the relationship between variables in the context of a formal organization such as Bank Indonesia.

Job promotion in this case is the respondent's response to job promotions in the Bank Indonesia work environment in the Jakarta area. The good or bad job promotions given in a company will affect the increase or decrease in the quality of employee performance. The better the job promotion given by a company, the better the quality of employee performance. In this study, job promotions were measured using 8 indicators. The following are the results of the respondents' assessments which can be seen in the table below:

Table of Respondents' Responses to Job Promotion Variables

Statement Items	Answer Score Frequency					Total	Average	Category
	1	2	3	4	5			
I was given a great opportunity to get a promotion	2	-	7	44	47	434	4.34	Very good
Companies consider employee loyalty when giving job promotions.	2	-	15	43	40	419	4.19	Good
I have enough experience to get a promotion.	-	4	29	40	27	390	3.90	Good
I am able to work with a team so I deserve to get a job promotion.	-	4	37	41	18	373	3.73	Good
I have further education or professional training to be considered for promotion.	2	4	22	63	9	373	3.73	Good
I am fully responsible for the tasks given by the company to get a job promotion.	2	1	22	57	18	388	3.88	Good
I always provide ideas and innovations to the company	-	4	29	51	16	379	3.79	Good
I have good ethics and morals in working to get a job promotion.	-	5	40	47	8	358	3.58	Good
Total average X1							3.89	Good

Source: Processed SPSS results

Based on the table above, it can be seen that the indicators in several statement items used to measure the job promotion variable are in the good category with an average value of 3.89. This result indicates that job promotions given in the Bank Indonesia Jakarta work environment are classified as good. The main indicators that show this are the statements "I am given a great opportunity to get a job promotion" and "The company considers employee loyalty in giving job promotions" with average scores of 4.34 and 4.19, respectively, which are included in the very good and good categories. This finding indicates that Bank Indonesia employees in the Jakarta region feel they have a fairly large opportunity to get a job promotion, which ultimately can encourage improved performance quality, both at the individual and collective levels.

Job satisfaction is the positive or negative emotional state employees experience regarding their jobs, reflecting the extent to which their expectations and needs are met in the work environment. Job satisfaction is not solely determined by pay but also encompasses relationships with colleagues, recognition, opportunities for personal development, job security, and the overall work environment.

In the context of this research, job satisfaction is understood as respondents' responses to the conditions they experience in the Bank Indonesia Jakarta work environment. Employee job satisfaction, whether high or low, directly impacts performance quality. The higher the level of job satisfaction, the better the performance quality. Therefore, this study measured job satisfaction using seven indicators, and the results of the respondents' responses are presented in the following table:

Table of Respondents' Responses to Job Satisfaction Variables

Statement Items	Answer Score Frequency					Total	Average	Category
	1	2	3	4	5			
I am satisfied with the salary I receive	-	-	13	45	42	429	4.29	Very good
I feel comfortable working environment	-	-	24	48	28	404	4.04	Good
I have a good relationship with my coworkers	-	5	30	53	12	372	3.72	Good
I feel I have been given the opportunity to develop my career.	1	3	14	42	40	417	4.17	Good
I am given a guarantee of security in my work.	-	5	27	49	19	382	3.82	Good
I received work appreciation in the form of an award	-	2	18	56	24	400	4.00	Good
The workload given to me is in accordance with my abilities	-	4	27	54	15	380	3.80	Good
Average Total X2							3.98	Good

Source: Processed SPSS results

Based on the table above, it can be seen that the indicators in several statement items used to measure the job satisfaction variable are in the good category with an average value of 3.98. These results indicate that the level of employee job satisfaction in the Bank Indonesia Jakarta area is considered good. The main indicators that show the level of job satisfaction are the statements "I feel satisfied with my salary" and "I feel given the opportunity to develop my career" which obtained average scores of 4.29 and 4.17, respectively. Both scores are included in the very good and good categories, so it can be interpreted that the company is able to provide optimal job satisfaction to its employees. This condition has a positive impact, because employees who feel satisfied with their work tend to show better performance.

To find out how job promotions affect employee performance by including job satisfaction as an intervening variable, researchers have conducted data testing using IMB SPSS version 30 with the following results:

Table of Coefficients of Job Promotion and Employee Performance with Job Satisfaction as an Intervening Variable

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	27,984	2,388		11,718	<,001		
	X_job_promotion	.187	.138	.252	2,355	.002	.238	4,197
	promotion with job satisfaction	.011	.003	.647	3,474	<,001	.238	4,197
Dependent Variable: Y_employee_performance								

Source: Processed SPSS results

In this study, the researcher formulated a hypothesis that job promotion influences employee performance by including job satisfaction as an intervening variable. The null hypothesis (Ho) states that job promotion has no effect on employee performance when job satisfaction is used as an intervening variable, while the alternative hypothesis (Ha) states that job promotion influences employee performance with job satisfaction as an intervening variable. Based on the results of data testing, the following regression equation was obtained:

$Y=27.984+0.187X+0.11X*I$

1) The constant value (a) has a positive value of 27.984. A positive sign indicates a unidirectional influence between the independent and dependent variables. This indicates that if the independent variables of job promotion (X) and job satisfaction promotion (X*I) have a value of 0 percent or no change, then the employee performance value is 27.984.

2) The regression coefficient value for the job promotion variable (X) is 0.187. This value indicates a positive influence. This indicates that if job promotion increases by 1%, employee performance will increase by 0.187. A positive sign indicates a unidirectional influence between the independent and dependent variables.

3) The regression coefficient value for the employee job satisfaction promotion variable (X*I) is 0.011. This value indicates a positive influence. This indicates that if employee job satisfaction promotion increases by 1%, employee performance will increase by 0.011. A positive sign indicates a unidirectional influence between the independent and dependent variables.

Based on the results of the hypothesis test, the significance value between the job promotion variable and employee performance was 0.002, which is smaller than the significance limit of 0.05. Meanwhile, the significance value between the job promotion variable moderated by employee job satisfaction was 0.001, also smaller than 0.05. These findings indicate that job promotion has a significant effect on employee performance, and when job satisfaction is included as an intervening variable, the effect remains positive and significant.

Based on this, the null hypothesis (H_0) stating that there is no effect of job promotion on employee performance by including job satisfaction as an intervening variable (b = 0) is rejected. Conversely, the alternative hypothesis (Ha) stating that there is an effect of job promotion on employee performance by including job satisfaction as an intervening variable (b ≠ 0) is accepted.

From the results of the regression test and hypothesis test, it can be concluded that job promotion has a positive and significant effect on improving employee performance. These results also provide an indication that job satisfaction as an intervening variable has the potential to strengthen the relationship between job promotion and employee performance.

4. Conclusion

From the results of the data testing, it is also known that the t value > 2 and p-value (Sig.) < 0.05 indicate that the effect of job promotion on employee performance is statistically significant. The alternative hypothesis (Ha), which states that there is an effect of job promotion on employee performance or that the regression coefficient value b ≠ 0, is accepted. From the results of the data testing, the researcher concluded that job promotion does have a statistically significant effect on employee performance by looking at the significance value below 0.05. However, the strength of the relationship (R = 0.313) and the ability to explain variance (R^2 = 9.8%) are still low. From the results of the data testing, it is also known that the t value > 2 and p-value (Sig.) < 0.05 indicate that the effect of job promotion on employee job satisfaction is statistically significant. The alternative hypothesis (Ha), which states that there is an effect of job promotion on employee job satisfaction or that the regression coefficient value b ≠ 0, is accepted. From the results of the data test, the researcher concluded that job promotion does have a statistically significant effect on employee job satisfaction by looking at the significance value below 0.05. However, the strength of the relationship (R = 0.498) and the ability to explain variance (R^2 = 0.248) are still low. The results of the hypothesis test after entering job satisfaction as an intervening variable show that the significance value between the job promotion variable and employee performance is 0.002, which means it is smaller than the significance limit of 0.05. and the significance value between the job promotion variable and employee job satisfaction is 0.001 which is smaller than 0.05. This shows that job promotion has a significant effect on employee performance, and the job promotion variable with employee job satisfaction also has a positive and significant effect. The alternative hypothesis (Ha), which states that there is an effect of job promotion on employee performance by entering job satisfaction as an intervening variable or that the regression coefficient value b ≠ 0, is accepted. Job satisfaction plays an important role as an intervening variable in the relationship between job promotion and employee performance. With increased job satisfaction as a result of job promotion, employee performance can improve more optimally. The results of the statistical tests also showed that by including job satisfaction as an intervening variable, there was an increase in the influence of job promotion on employee performance. This finding indicates that job satisfaction acts as a mediator in this relationship, where job promotion first increases employee job satisfaction levels, which then contributes to a significant increase in their performance.

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