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Abstract:

This research is motivated by the importance of improving employee work performance at the East Luwu Regency Personnel and Human Resources Development Agency (BKPSDM) through effective human resource development. The phenomenon observed is that even though various promotions and transfers have been carried out, there are still gaps in employee work performance. This research uses a quantitative approach with a survey method involving 105 BKPSDM East Luwu Regency employees. Sampling used a saturated sample where all employees were sampled. Data was collected through questionnaires and data analysis was carried out using validity and reliability tests, descriptive tests and verification tests with the help of SmartPLS. The research results show that job promotions have a positive and significant effect on job satisfaction, but are not significant on direct work performance. Mutations have a positive and significant effect on job satisfaction, but are not significant on direct work performance. Job satisfaction has a positive and significant effect on work performance. Job promotions and transfers have a positive and significant effect on work performance through job satisfaction. Job promotions and transfers that are carried out well increase employee job satisfaction, which in turn increases their work performance.

Keywords:

Position Promotion, Mutation, Job Satisfaction, Work Performance

Introduction

A government agency is a group of individuals specifically selected to carry out government functions as a form of non-profit organization. Every agency needs human resources who pay attention to the ultimate goal of all development efforts, so that they can employ high-performing human resources, so they can work productively and with quality. Performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization. Employee performance is work achievement, namely the comparison between work results that can be seen in real terms and the work standards that have been set by the organization (Tam et al., 2020).

The East Luwu Regency Personnel and Human Resources Development Agency (BKPSDM) has a vital role in managing human resources in regional government. Employees who are competent and have high work performance are an important asset for achieving organizational goals. However, in recent years, even though various promotions and transfers have been carried out, the level of employee work performance has not reached the expected level. This indicates that there are gaps that need to be identified and addressed to improve overall employee performance.

The main problem faced is the non-optimal results of the promotions and transfers that have been implemented. Although these efforts aim to improve employees' skills, motivation and work experience, reality shows that work performance has not shown significant improvement. Therefore, this research focuses on the role of job satisfaction as a mediator that might bridge the relationship between job promotions and transfers on job performance.

The observed phenomenon shows that promotions, which should motivate employees, sometimes cause anxiety and dissatisfaction if they are not accompanied by increased welfare or proper recognition. In addition, transfers which are intended to provide new experience and increase competence, are often seen as an additional burden that reduces employee job satisfaction.

Previous research has shown that effective training can improve employee skills and productivity. Research by Els & Meyer, (2023) concluded that good training contributes positively to the development of employee skills and knowledge. Job promotions have also been proven to increase employee motivation and performance, as revealed by research conducted by Dijke et al., (2019). Transfers, on the other hand, are considered as a tool for career development and increasing work experience, as explained in research by Wahyudi Dipranta et al., (2021).

Calisher, (2022) identified transfers as an effective tool for career development and increasing work experience. However, not much research has been found in the literature regarding how these three variables, training, promotion, and transfer, interact through job satisfaction to influence job performance. Job satisfaction itself has been widely recognized as an important factor in improving employee performance. Kemp et al., (2019) suggests that job satisfaction is closely related to performance, because satisfied employees tend to be more motivated, committed and productive.

Based on the background stated above and the problem phenomenon, researchers are interested in conducting research with the title The Effect of Position Promotion and Transfer on Job Performance Mediated by Job Satisfaction at the Personnel and Human Resources

Development Agency of East Luwu Regency. This research aims to explore and test the relationship between job promotions and transfers on employee work performance with job satisfaction as a mediator variable. By understanding the mediating role of job satisfaction, it is hoped that more effective strategies can be identified to improve employee performance at BKPSDM East Luwu Regency. It is hoped that the results of this research can contribute to BKPSDM management in designing more effective training programs, position promotion policies and transfer strategies. In this way, it can increase employee job satisfaction and work performance, as well as support the achievement of organizational goals more efficiently.

Literature Review

Position Promotion

According to Mulop et al., (2022), promotion is the movement of employees from one position to another higher position in the organizational hierarchy, with greater responsibilities and rights. Whereas Benson et al., (2019) defines promotion as a change in position in a vertical direction which includes an increase in status, responsibility and salary. Karundeng et al., (2023) states that promotion is a form of recognition of employee work achievements which has implications for increasing positions and responsibilities.

Based on the opinions of the experts above, it can be concluded that promotion is the process of increasing an employee's position to a higher level in the organization, which is accompanied by an increase in responsibility, authority and compensation. The promotion process must be based on an objective assessment of employee performance and carried out fairly and transparently to maintain employee motivation and job satisfaction.

Job promotions are not only related to changes in position, but also include various aspects that can be used as indicators to measure effectiveness and impact on employees and the organization. The following are the indicators used in this research to measure the level of job promotion, namely: **Transparency**, the promotion process must be transparent, where the promotion criteria and procedures are known to all employees. This indicator includes how clear information regarding the requirements and promotion process is conveyed to employees; **Compliance Criteria**, promotions must be based on fair and objective criteria. This indicator includes conformity between the established criteria and the implementation of the promotion; **Performance Recognition**, promotion is a form of recognition of employee performance and contribution. This indicator includes how much employees feel appreciated for their contributions after receiving a promotion. **Organizational Commitment**, promotions can increase employee commitment to the organization. This indicator includes the level of employee loyalty and commitment after receiving a promotion.

Mutation

Mutations aim to optimize the use of human resources and improve organizational performance. Onasis et al., (2023) defines mutation as a lateral movement of employees within an organization, which is carried out to balance workload, increase experience, and reduce work burnout. Mutations also aim to fill empty positions that are important for the organization's operations.

According to Vilma Roseline & Saravanan, (2019), mutation is the transfer of an employee to another position in the organization that is equivalent in terms of responsibility and authority. Transfers aim to increase organizational efficiency and develop employee skills, as well as

maintaining a balance between organizational needs and employee satisfaction. Setiawan, (2022) defines mutation as the transfer of an employee to another position in the organization with an equivalent level of responsibility and authority.

From the opinions of the experts above, it can be concluded that mutation is the process of moving employees from one position or work unit to another position or work unit that is equivalent in terms of responsibility and authority. The main goal of mutation is to optimize the use of human resources, develop employee skills, increase organizational efficiency, and meet operational needs. Transfers are also carried out to maintain a balance between organizational needs and employee satisfaction, as well as reducing the risk of work burnout.

Employee transfers in an organization can be analyzed through various dimensions and indicators that reflect the goals and impact on individuals and the organization. The following are the indicators used in this research to measure the mutation rate (Calisher, 2022) that is: **Organizational Needs:** This indicator measures how often mutations are carried out based on organizational needs; **Career development:** This indicator includes the frequency and results of mutations carried out for career development; **Personal Wishes:** This indicator measures the percentage of mutations carried out based on the employee's personal wishes; **Transparency:** This indicator measures the extent to which the mutation process is carried out transparently; **Justice:** This indicator includes evaluation of fairness in implementing mutations;

Job Satisfaction

An employee will feel comfortable and have high loyalty to the organization if they receive job satisfaction in accordance with what they want. According to Aqsa et al., (2020), job satisfaction can be defined as an individual's feelings and reactions to their work environment, whereas Stillabadi et al., (2015) defines job satisfaction as joy or a positive emotional statement resulting from an assessment of one's work or work experiences.

Job satisfaction can be interpreted as a feeling shown in an individual's positive attitude in an organization regarding each individual's work situation (Mondejar & Asio, 2022). This attitude arises when the expectations expected by an individual have been met, such as work, culture, environment and salary. When these expectations are met, a positive attitude will emerge, and vice versa, when these expectations are not met, a negative attitude will emerge (Dousin et al., 2019).

Various previous opinions from experts can be concluded that job satisfaction is a collection of employee feelings towards their work, whether happy/liked or unhappy/disliked as a result of employee interactions with their work environment or as a perception of mental attitude, as well as the result of employee research on their work.

According to Eckhaus, (2021) There are several indicators of job satisfaction, namely: Salary, Promotion, Supervision, Colleagues, Work itself, Altruism, Status, and Social Environment. Satisfaction standards cannot be measured precisely because individuals have different levels of satisfaction standards. Discipline and morale are usually the level of measurement of employee job satisfaction, apart from that, the labor turnover level is also used to measure the level of employee job satisfaction in the organization. If the labor turnover level is small then employee satisfaction can be said to be good, conversely if the labor turnover level is large then employee satisfaction can be said to be poor (Sukalova et al., 2022).

Alsheikh & Sobihah, (2019) put forward indicators of job satisfaction, namely; *The job itself*, namely how interesting the work and tasks given are; *Opportunity to learn* and opportunities for responsibility; *Wages* are the value of compensation in the form of material or money received which is appropriate and commensurate with that given to other people in the same organization; *Promotional opportunities* namely opportunities to advance within the organization; Supervision, namely technical assistance and moral support from supervisors, *Partners/Colleagues*, namely social closeness between workers to help each other technically. The indicators mentioned above are then used in this research to assess whether someone is quite satisfied with their work and responsibilities at work.

Work Performance

Work performance refers to the results or output of an employee's performance in carrying out the duties and responsibilities determined by the organization. According to Rafique et al., (2020), work performance is the work results achieved by a person in carrying out the tasks assigned to him. Work performance is measured based on certain criteria that reflect the effectiveness and efficiency of individual performance. Roussillon Soyer et al., (2022) defines work performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given which are influenced by individual abilities and motivation.

Qalati et al., (2022) states that work performance is the achievement of an employee in completing the tasks for which he is responsible. Work performance is measured based on predetermined performance standards and evaluated periodically. From the various opinions of the experts above, it can be concluded that work performance is the result achieved by an employee in carrying out the duties and responsibilities given by the organization.

The indicators used in this research are to measure the level of work performance as stated Qalati et al., (2022) namely: **Accuracy**: The level of accuracy and correctness that measures the extent to which employees can complete work without errors; **Creativity**: The ability to generate new ideas and innovative solutions includes the number and quality of creative ideas generated by employees; **Consistency**: Stability of employee performance over a certain period of time which measures the extent to which employees can consistently maintain high quality work; **Timeliness**: The suitability of task completion times with organizational expectations includes how often employees can complete work according to the set deadlines

Hypothesis Development

First Hypothesis: The Effect of Position Promotion on Job Satisfaction

Previous research shows that there is a significant relationship between job promotion and job satisfaction. Fair and transparent job promotions can increase employee motivation and job satisfaction. Research by Hu et al., (2016) found that promotions that are fair and based on work performance increase job satisfaction. Mehrad, (2021) in their research they found that employees who were promoted felt more appreciated and recognized by the organization. This increases job satisfaction because they feel their efforts and contributions are recognized and appreciated. Rai et al., (2021) states that promotions carried out transparently and based on performance increase employee motivation and job satisfaction. Employees feel motivated to work harder when they see opportunities for promotion based on their efforts. Yansen et al., (2021) found that job promotions based on individual performance and competency increase

job satisfaction. Employees feel valued and recognized by the organization, which contributes to increased job satisfaction.

H1: job promotion has a positive and significant effect on job satisfaction

Second Hypothesis: The Effect of Mutation on Job Satisfaction

Transfers that are well planned, communicated transparently, and accompanied by adequate support from the organization tend to increase employee job satisfaction. Employees who feel that transfers are carried out for career development and are supported during the transition process usually show higher levels of job satisfaction. Nurjuha et al., (2022) found that organizational support during the transfer process, such as training and guidance, had a positive impact on job satisfaction. Employees who feel supported during the transition process tend to have higher levels of job satisfaction. Calista, (2022) states that transfers carried out as an effort to resolve problems, such as conflict or incompatibility in the workplace, can increase job satisfaction. Employees who are transferred from an uncomfortable work environment feel more satisfied when placed in a more suitable position. Wang et al., (2023) found that transfers based on organizational needs and employee competencies had a positive impact on job satisfaction. Employees who are moved to positions that match their skills and interests show increased job satisfaction.

H2: mutation has a positive and significant effect on job satisfaction

Third Hypothesis: The Effect of Job Satisfaction on Job Performance

Employees who are satisfied with their jobs tend to show better performance. Job satisfaction increases employee motivation, commitment, and dedication, all of which contribute to higher job performance. Research by Toscano et al., (2022) found a relationship between job satisfaction and job performance at the organizational level and found that organizations with satisfied employees tend to have higher performance. Job satisfaction contributes to a positive work atmosphere, which supports increased productivity and performance. Baluyos et al., (2019) also found a reciprocal relationship between job satisfaction and job performance. Satisfied employees tend to be more motivated to work hard, which ultimately improves their work performance. Conversely, good performance can also increase job satisfaction because employees feel proud and appreciated for their achievements. Wau & Purwanto, (2021) concluded that job satisfaction can influence work performance through increasing employee commitment and motivation. Satisfied employees are more likely to show high dedication to their duties, which leads to improved performance.

H3: job satisfaction has a positive and significant effect on work performance

Fourth Hypothesis: The Effect of Position Promotion on Job Performance

Job promotions are often seen as a form of recognition and appreciation for employee work achievements. Ronen & Zuroff, (2017) they concluded that promoted employees tend to show improvements in work performance because they feel valued and recognized by the organization. Xie & Yang, (2021) found that job promotions have a significant relationship with increased work performance. Promoted employees feel motivated to prove their abilities in new positions, which encourages them to work harder and achieve higher performance. Kibria et al., (2021) states that job promotions contribute to increased work performance because employees feel that their efforts and performance are recognized and appreciated. Research by Nurteja et al., (2022) found that job promotions had a positive impact on job performance because employees felt motivated to meet higher expectations in their new positions.

H4: job promotion has a positive and significant effect on work performance

Fifth Hypothesis: The Effect of Mutations on Job Performance

Previous research shows that mutation has a complex relationship with work performance. Transfers that are well planned, communicated effectively, and supported by adequate training can improve employee work performance. However, if transfers are carried out without good preparation and communication, this can have a negative impact on employee performance (Pahlevi & Nohong, 2020). Erna Oktaviani Simamora, (2023) states that transfers carried out transparently and fairly can increase employee trust and loyalty to the organization, which has a positive impact on work performance. Eraku et al., (2023) states that mutations that provide new challenges and career development opportunities can improve employee work performance. They found that employees who felt they had the opportunity to learn and develop tended to be more motivated and perform better.

H5: mutations have a positive and significant effect on work performance

Sixth Hypothesis: The Effect of Position Promotion on Job Performance through Job Satisfaction

Airlangga, (2019) states that job promotions contribute to increased work performance because employees feel that their efforts and performance are recognized and appreciated. Increased job satisfaction due to promotions encourages employees to work harder and achieve better results. Ernawan et al., (2021) found that promoted employees tend to show improvements in job performance because they have greater responsibility and feel more committed to the organization. Job satisfaction obtained from promotions encourages better performance. Saputri, (2022) found that job promotions had a positive impact on job performance because employees felt motivated to meet higher expectations in their new positions. Increased job satisfaction from promotions also increases employee self-confidence and performance.

H6: job promotion has a positive and significant effect on work performance through job satisfaction

Seventh Hypothesis: The Effect of Mutation on Job Performance through Job Satisfaction

Leovani & Clara, (2022) found that transfers can have a positive impact on work performance if carried out with good planning and accompanied by adequate support. Mutations that provide new challenges and development opportunities can increase job satisfaction and work performance. Robbins and Judge (2021) state that transfers designed to provide career development opportunities can increase job satisfaction, which in turn has a positive impact on work performance. They found that employees who felt they were given opportunities to learn and develop tended to be more motivated and perform better. Adhari & Ruswidiono, (2023) found that transfers accompanied by adequate training helped employees adapt quickly to new positions, which contributed to increased job satisfaction and job performance. Employees who feel their transfers are based on performance and organizational needs will work harder to meet those expectations.

H7: mutations have a positive and significant effect on work performance through job satisfaction

Conceptual Framework

Based on a review of previous research results and looking at the relationship between research variables consisting of training, promotion, transfer, job satisfaction and work performance, the conceptual framework of this research can be described as follows:

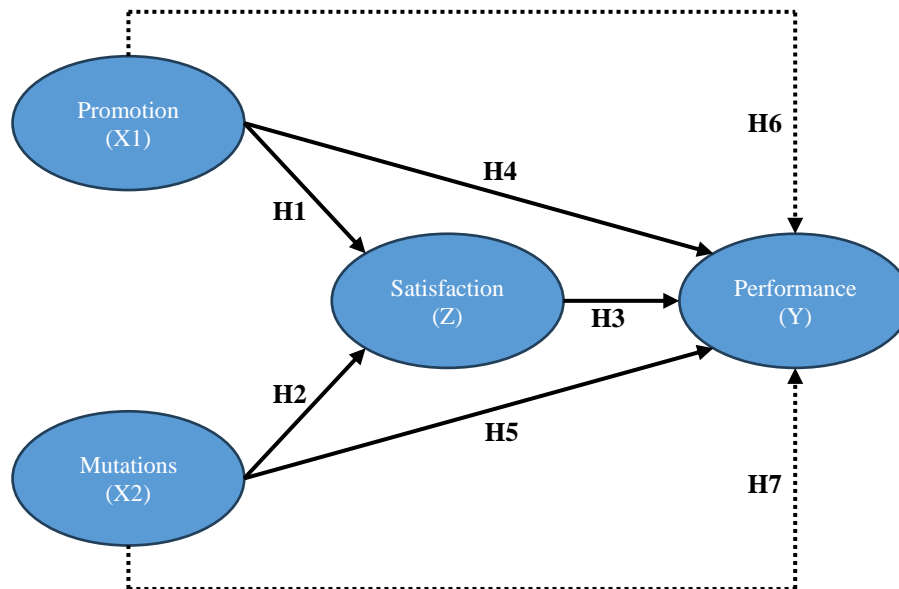


Figure 1: Conceptual Framework

Methodology

The type of research carried out is explanatory research using a quantitative approach. The population of this research is all employees at BKPSDM East Luwu Regency, totaling 105 employees. This research uses saturated sampling so that the entire population is sampled. Data was collected through questionnaires with data analysis techniques carried out, namely validity and reliability analysis, descriptive analysis and correlation analysis. The collected data will be processed using the SmartPLS statistical tool.

Data Analysis

Validity Test

The validity test used to assess the level of validity of the VB-SEM model in this research is convergent validity. There are two ways to determine the validity of the SEM model using convergent validity techniques, namely looking at the outer loading (Loading Factor) value and the Average Variance Extracted (AVE) value. The required factor loading value is > 0.7 , the results of testing the indicators for the research variables can be seen in the table below:

Table 1: Outer Loading Test

	Mutation_(X2)	Performance	Promotion_(X1)	Satisfaction_(Z)
Mut3.1				0.775
Mut3.2				0.863
Mut3.3				0.894
Mut3.4				0.885
Mut3.5				0.739
Perf5.1		0.852		
Perf5.2		0.867		

	Mutation_(X2)	Performance	Promotion_(X1)	Satisfaction_(Z)
Perf5.3		0.792		
Perf5.4		0.905		
Pro2.1	0.734			
Pro2.2	0.780			
Pro2.3	0.812			
Pro2.4	0.800			
Pro2.5	0.725			
tra1.1			0.784	
tra1.2			0.760	
tra1.3			0.795	
tra1.4			0.852	

Source: Data processed 2024

The test results show that all indicators for each statement item have shown a value of > 0.7 so that it can be stated that the model is valid and can fulfill the outer loading requirements. The value required for average variance extraction is > 0.5 , we can see the test results in the table below:

Table 2: Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Mutation_(X2)	0.594
Performance	0.731
Promotion_(X1)	0.638
Satisfaction_(Z)	0.695

Source: Data processed 2024

The test results show that the AVE value of the research variables is > 0.5 so it can be concluded that all variables are valid and can be declared to meet the requirements in the SEM model validity test.

Reliability Test

Reliability is a measure of an indicator's consistency in measuring its variables. The values used to determine the level of reliability of the SEM model are Composite Reliability and Cronbach Alpha. This type of reliability functions to determine the level of internal reliability of variable indicators. We can see the test results in the table below:

Table 3: Composite Reliability and Cronbach Alpha values

	Cronbach's Alpha	Composite Reliability
Mutation_(X2)	0.830	0.880
Performance	0.877	0.916
Promotion_(X1)	0.811	0.875
Satisfaction_(Z)	0.888	0.919

Source: Data processed 2024

The standard Cronbach's Alpha value for a variable so that it is declared reliable is > 0.6 , while the standard value for Composite Reliability is > 0.7 . Therefore, based on the table above, it is known that all variables have a Cronbach's Alpha value > 0.6 and a Composite Reliability value > 0.7 so it can be stated that the SEM model analyzed is reliable.

Bootstrapping

SEM analysis aims to test the magnitude of the influence of the independent variable on the dependent variable. The SEM model resulting from the analysis of the influence between variables is shown in the image below:

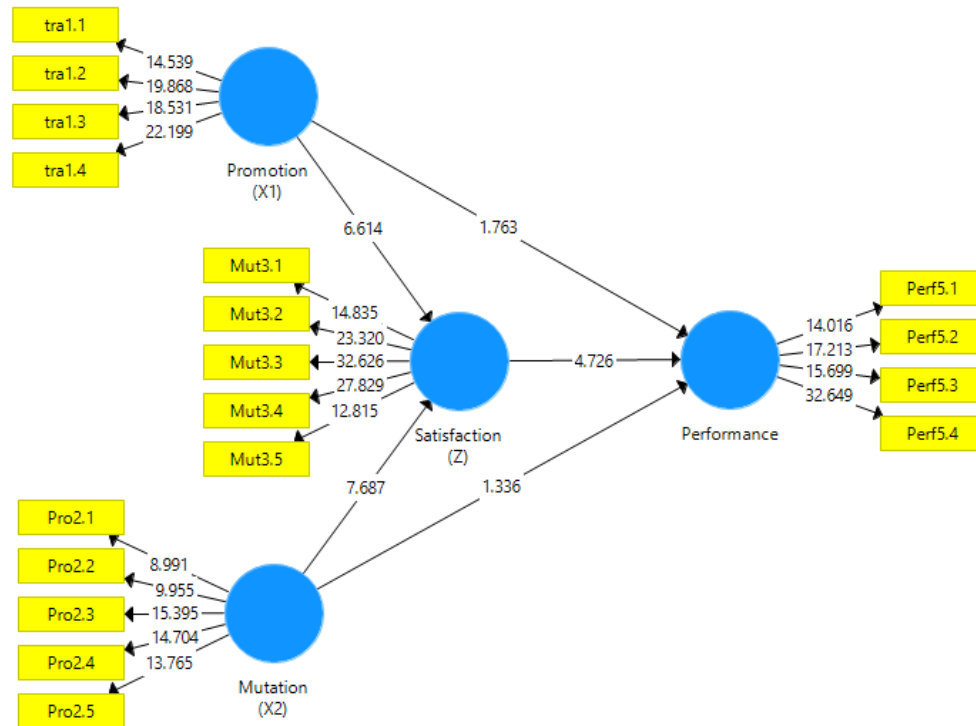


Figure 2: SmartPLS Output SEM Model

Table 4: Direct Effect

	Original Sample (O)	Sample Mean (M)
Mutation_(X2) -> Performance	0,198	0,214
Mutation_(X2) -> Satisfaction_(Z)	0,515	0,517
Promotion_(X1) -> Performance	0,137	0,130
Promotion_(X1) -> Satisfaction_(Z)	0,425	0,424
Satisfaction_(Z) -> Performance	0,573	0,559

Source: Data processed 2024

Table 5: Indirect Effect

	Original Sample (O)	Sample Mean (M)
Mutation_(X2) -> Satisfaction_(Z) -> Performance	0,295	0,285
Promotion_(X1) -> Satisfaction_(Z) -> Performance	0,244	0,241

Source: Data processed 2024

Hypothesis Test

Based on the table above, hypothesis testing can be done by comparing the t-stat with the t-table (in this study 0.660) with a cut off value of 0.05. We can see hypothesis testing in the explanation below:

First Hypothesis states that it is suspected that job promotions have a positive and significant influence on job satisfaction. The results of the analysis show a t-stat value of $6.614 > 0.660$ with a p-value of $0.000 < 0.05$ so that the first hypothesis can be stated **accepted**.

Second Hypothesis reads that it is suspected that mutations have a positive and significant influence on job satisfaction. The results of the analysis show a t-stat value of $7.687 > 0.660$ with a p-value of $0.000 < 0.05$ so that the second hypothesis can be stated **accepted**.

Third Hypothesis It is assumed that job satisfaction has a positive and significant influence on work performance. The results of the analysis show a t-stat value of $4.726 > 0.660$ with a p-value of $0.000 < 0.05$ so that the third hypothesis can be stated **accepted**.

Fourth Hypothesis It is alleged that promotion has a positive and significant influence on work performance. The results of the analysis show a t-stat value of $1.763 > 1.660$ with a p-value of $0.078 > 0.05$ so that the fourth hypothesis can be stated **rejected**.

Fifth Hypothesis reads that it is suspected that mutations have a positive and significant influence on work performance. The results of the analysis show a t-stat value of $1.336 < 1.660$ with a p-value of $0.182 > 0.05$ so that the fifth hypothesis can be stated **rejected**.

Sixth Hypothesis It is alleged that job promotions have a positive and significant influence on work performance through job satisfaction. The results of the analysis show a t-stat value of $3.156 > 1.660$ with a p-value of $0.002 < 0.05$ so that the sixth hypothesis can be stated **accepted**.

Seventh Hypothesis reads that it is suspected that mutations have a positive and significant influence on work performance through job satisfaction. The results of the analysis show a t-stat value of $5.085 > 1.660$ with a p-value of $0.000 < 0.05$ so that the seventh hypothesis can be stated **accepted**.

Discussion

The Effect of Position Promotion on Job Satisfaction

The results of the research show that job promotions have a positive and significant influence on employee job satisfaction at the East Luwu Regency Personnel and Human Resources Development Agency. Job promotions carried out fairly and based on performance can increase recognition, appreciation, responsibility, authority, career development opportunities, motivation and a sense of justice in the organization. All of these factors have a direct impact on increasing employee job satisfaction.

Promotions carried out fairly and based on performance can be an effective tool for increasing employee job satisfaction. By giving promotions to employees who excel, you can create a positive work environment and motivate other employees to work harder and achieve better results. Management at BKPSDM can implement various strategies to ensure that promotions are carried out fairly and transparently, such as using clear performance criteria, conducting regular performance evaluations, and providing career development opportunities for all employees. Apart from that, BKPSDM can hold training and development programs aimed at improving employee competency, so that they are ready to get promotions and increase their job satisfaction.

Several previous research results are in line with this research, including research by Mehrad, (2021) who found that job promotion is one of the main factors that can increase job satisfaction. Kibria et al., (2021) states that fair promotions and in accordance with employee achievements can increase motivation and job satisfaction. In addition, research by Rai et al., (2021) shows that employees who feel appreciated and recognized through promotions tend to have higher job satisfaction. Job promotion is a form of recognition and appreciation from the organization for employee performance and contributions. Employees who get promotions feel appreciated and recognized, which increases their job satisfaction.

The Effect of Mutations on Job Satisfaction

The results of this research show that mutations have a positive and significant influence on employee job satisfaction at the East Luwu Regency Personnel and Human Resources Development Agency. This can be because mutations allow employees to develop new skills and gain broader experience. This can increase employee competence and self-confidence, which in turn increases job satisfaction. Transfers also provide variation in tasks and responsibilities, thereby reducing boredom and boredom that often arise due to monotonous work routines. This variation provides new challenges that can increase motivation and job satisfaction.

The positive and significant influence between transfers and employee job satisfaction can be explained through the theory of motivation and job satisfaction. According to Herzberg's two-factor theory, factors that motivate employees such as recognition, responsibility, and achievement can increase job satisfaction. Transfers, which often involve increased responsibility and recognition of an employee's abilities, can act as a significant motivating factor. In addition, the relationship between employees and organizations is based on reciprocal exchange. When the organization provides opportunities for development through transfers, employees feel valued and motivated to make better contributions. This sense of appreciation increases employee overall job satisfaction.

According to research by Eraku et al., (2023), transfers that are carried out correctly can increase employee job satisfaction because they provide opportunities for employees to develop new skills and adapt to a different work environment. This is in line with the results of research conducted by Adhari & Ruswidiono, (2023), which found that employees who underwent transfers with good preparation tended to have higher levels of job satisfaction compared to those who did not experience transfers. Based on the results of this research, it is important for organizations to design structured transfer programs and consider factors that can increase employee job satisfaction. An effective transfer program can be a powerful tool for improving employee performance and well-being in the long term.

The Effect of Job Satisfaction on Job Performance

The research results show that job satisfaction has a positive and significant influence on employee work performance at the East Luwu Regency Personnel and Human Resources Development Agency. High job satisfaction increases motivation, organizational commitment, productivity, and reduces stress and burnout, which ultimately has a positive impact on work performance. Employee job satisfaction is very important to achieve optimal work performance. By ensuring that employees are satisfied with various aspects of their work, the East Luwu Regency Personnel and Human Resources Development Agency can create a work environment that is conducive to improving performance.

Job satisfaction is a positive feeling that employees have towards their work, which includes various aspects such as working conditions, compensation, relationships with coworkers, and recognition of achievements. Employees who feel satisfied with their work tend to be more motivated to work hard and achieve better results. This high motivation has a direct impact on increasing work performance, because motivated employees will be more enthusiastic and dedicated in carrying out their duties. Employees who are satisfied with their work tend to be more productive because they feel motivated to complete tasks well and on time. This high productivity contributes directly to increased work performance.

This research is still in line with research Vizano et al., (2020) which shows that employees who are satisfied with their work tend to have better performance. Research by Eckhaus, (2021) revealed that job satisfaction can increase organizational commitment and reduce the intention to change jobs, which ultimately has a positive impact on work performance. Develop and implement effective strategies to increase employee job satisfaction in order to achieve optimal work performance and better achieve organizational goals.

The Effect of Position Promotion on Job Performance

The research results show that job promotions have a positive but not significant influence on employee work performance at BKPSDM East Luwu Regency. Although job promotions can increase employee motivation and responsibility, various factors such as suitability for the new position, organizational support, and stress management influence the extent to which the promotion impacts job performance. If employees feel unprepared or lack the skills needed for a new position, their job performance may not improve significantly. Inadequate training and development can also hinder employees' adaptation to their new roles.

Support from superiors and coworkers is very important in helping employees adapt to their new positions. Without adequate support, employees may feel overwhelmed by additional responsibilities and work pressures, which can negatively impact their job performance. While promotions are often expected to increase employee motivation, this motivation may only be temporary if not supported by other factors such as a conducive work environment and recognition of achievements. Employees may feel motivated at first, but if they don't feel supported or appreciated, their motivation can decline.

In general, promotions are expected to improve employee work performance by giving them greater responsibility and opportunities to develop their skills. According to Yansen et al., (2021), job promotions are often associated with increased motivation and job satisfaction, which in turn can improve job performance. However, several studies show that the effect of promotion on work performance is not always significant. Research by Saputri, (2022) found that job promotions do not always improve employee performance significantly, depending on various factors such as employee suitability for the new position and organizational support.

The Effect of Mutations on Job Performance

The research results show that mutations have a positive but not significant influence on employee work performance at BKPSDM East Luwu Regency. Although transfers can provide new experiences and improve employee skills, various factors such as adaptation time, lack of support and training, and employee perceptions of mutations influence the extent to which these mutations impact work performance. Employee perceptions of transfers also play an important role, if employees feel transfers are a form of punishment or do not align with their

career aspirations, their motivation and performance may not increase. On the other hand, if mutations are seen as development opportunities, the impact can be more positive.

In some cases, transfers can cause pressure and stress for employees, especially if they are moved to a position with greater responsibility or a more challenging environment. This stress can interfere with employee performance, at least in the short term. The success of a transfer depends greatly on the compatibility between the employee and their new position. If transfers do not address the match between employees' skills, interests, and personalities with the demands of the new position, their performance may not improve significantly.

Research on the effect of transfers on employee work performance shows that mutations, or transferring employees from one position to another, can have various impacts on performance. Some research, as done Riwukore et al., (2022), found that well-planned transfers can increase employee motivation and skills. Vilma Roseline & Saravanan, (2019) states that transfers can provide new experiences that are beneficial for employee career development. However, there is also research that shows that mutations do not always have a significant impact on work performance. Study Calisher, (2022) shows that the effect of mutation on performance is very dependent on how the mutation process is implemented and accepted by employees.

The results of research at the Personnel and Human Resources Development Agency of East Luwu Regency show that employee transfers are an important management tool for developing human resources. However, the finding that mutations have a positive but not significant effect on work performance indicates that there are several aspects that need to be considered to increase the effectiveness of mutations. Organizations need to consider adequate training programs for employees, organizational support, position suitability, communication and implementing stress management programs to help employees manage stress that may arise due to transfers.

The Effect of Position Promotion on Job Performance through Job Satisfaction

The research results show that job promotions have a positive and significant influence on work performance through job satisfaction at the East Luwu Regency Personnel and Human Resources Development Agency. Promotions given fairly and appropriately can increase recognition, responsibility, career development opportunities, and compensation, all of which increase employee job satisfaction. High job satisfaction increases motivation, commitment, emotional well-being, and collaboration, which has a positive impact on work performance.

Job promotions provide recognition, new responsibilities, career development opportunities, and increased compensation, all of which increase employee job satisfaction. High job satisfaction creates a positive work atmosphere and motivates employees to work better. High job satisfaction also increases employee motivation and commitment to the organization. Motivated and committed employees tend to work harder, more efficiently, and more effectively, which improves their job performance. In addition, high job satisfaction can create a positive work environment, where employees feel appreciated, supported and motivated. A positive work environment encourages employees to work well and achieve optimal performance.

Research on the effect of job promotions on work performance through job satisfaction shows that job promotions given fairly and appropriately can increase employee job satisfaction, which in turn increases their work performance. According to Xie & Yang, (2021), job

promotion is one of the motivator factors that can increase job satisfaction and employee motivation. Study Achyar Mubarak, (2022) also supports that appropriate promotions can increase employee commitment, motivation and performance. Study Yansen et al., (2021) shows that job satisfaction has a positive correlation with work performance, where employees who are satisfied with their work tend to show better performance.

The Effect of Mutation on Job Performance through Job Satisfaction

The research results show that mutations have a positive and significant influence on employee work performance through job satisfaction at the East Luwu Regency Personnel and Human Resources Development Agency. Well planned and implemented transfers can increase employee job satisfaction, which in turn increases their motivation, commitment and productivity. All of these factors contribute to increasing employee work performance. This suggests that job satisfaction can function as an important mediator in the relationship between transfers and job performance. Mutations can affect employee job satisfaction through various mechanisms, such as the development of new skills, variation in work, and career development opportunities. Increased job satisfaction due to transfers can then have a positive impact on employee work performance.

Transfers provide opportunities for employees to develop new skills and expand their knowledge. When employees feel that they are gaining valuable new skills and knowledge, they tend to feel more satisfied with their jobs. This increased job satisfaction will have a positive impact on their work performance, because satisfied employees are more motivated and committed to working well. Transfers also help reduce boredom and routine by providing variety in work. Employees who have new challenges and varied tasks tend to feel more satisfied with their jobs. This satisfaction then increases their motivation and dedication, which ultimately increases work performance.

Study Karundeng et al., (2023) found that job transfers or rotations can provide variety in tasks, enhance skills, and encourage career development, all of which can contribute to increased job satisfaction. Study Leovani & Clara, (2022) also shows that high job satisfaction is often associated with increased employee motivation and commitment, which has a positive impact on their work performance.

Implications

Theoretical Implications

This research enriches the literature on the influence of job promotions and transfers on job performance by including job satisfaction as an intervening variable. These findings support motivation theory and Herzberg's two-factor theory, as well as providing new empirical evidence in the context of government organizations in Indonesia.

The findings of this research can be used as a basis for developing a more comprehensive theoretical model of how job promotions and transfers interact with job satisfaction to influence job performance. Future researchers can develop more complex models by considering other variables such as organizational commitment and work environment.

Practical Implications

The regional government and the East Luwu Regency Personnel and Human Resources Development Agency need to formulate a human resource development policy that emphasizes

the importance of job promotions and transfers as a tool to increase job satisfaction and work performance. This policy must cover training programs, career development and employee welfare.

To increase employee job satisfaction and work performance, the East Luwu Regency Personnel and Human Resources Development Agency needs to formulate fair and transparent reward and recognition policies. This policy can take the form of giving bonuses, promotions, or awards for good work performance. Recognition of employee contributions will increase their motivation and performance.

The East Luwu Regency Personnel and Human Resources Development Agency must formulate policies that encourage effective communication and employee involvement in the decision-making process regarding promotions and transfers. This policy can include holding discussion forums, internal surveys, and feedback mechanisms that allow employees to express their opinions and input.

Conclusion

This research aims to analyze the effect of promotions and transfers on employee work performance with job satisfaction as an intervening variable at the Personnel and Human Resources Development Agency of East Luwu Regency. Based on data analysis and research findings, it can be concluded:

Job promotion has a positive and significant effect on job satisfaction. Employees who receive promotions feel appreciated and recognized for their contributions, which increases their motivation and job satisfaction. Job promotion directly has a positive but not significant effect on work performance. Mutations have a positive and significant effect on job satisfaction. The right transfer can provide new challenges and career development opportunities, which increase employee job satisfaction. Directly, mutations have a positive but not significant effect on work performance.

Job satisfaction is proven to have a positive and significant influence on employee work performance. Employees who feel satisfied with their work tend to be more motivated, committed and productive, which has a positive impact on their work performance. Job promotions and transfers have a positive and significant effect on job performance through job satisfaction: Job promotions and transfers that are carried out well increase employee job satisfaction, which in turn increases their job performance.

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