



THE INFLUENCE OF JOB INVOLVEMENT AND JOB PROMOTION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE INSPECTORATE IN KARO REGENCY

Andrew Pribadi Bangun¹, Syaifuddin, Fajar Rezeki Ananda Lubis², Dahnil Anzari Simanjuntak²

*¹ Student of Master Management, Faculty of Economics,
Universitas Prima Indonesia,*

*² Center Of Excellence for Human Resource Management
Research and Innovation Center, Universitas Prima
Indonesia*

Email: Syaifuddin@unprimdn.ac.id

ABSTRACT

This study aims to analyze the effect of Job Involvement and Job Promotion on Employee Performance with Job Satisfaction as a mediating variable at the Regional Inspectorate of Karo Regency. The research was conducted on permanent employees, with a population of 40 individuals. Due to the relatively small population size, a saturated sampling technique was applied, resulting in 40 respondents. Data collection employed primary data obtained through questionnaires and secondary data gathered from documentation studies. The data were analyzed using quantitative methods with the assistance of SPSS version 25, applying t-tests, Sobel tests, and path analysis to examine both direct and indirect relationships among variables. The findings reveal that Job Involvement has a positive and significant effect on Job Satisfaction, while Job Promotion also positively and significantly affects Job Satisfaction. Furthermore, both Job Involvement and Job Promotion demonstrate a direct positive and significant impact on Employee Performance. Job Satisfaction is also found to significantly enhance Employee Performance. In addition, the mediation analysis shows that Job Satisfaction partially mediates the relationship



between Job Involvement and Employee Performance, as well as between Job Promotion and Employee Performance. Overall, the results highlight the importance of increasing employee involvement and providing fair promotional opportunities to enhance job satisfaction, which in turn strengthens overall performance. These findings provide practical implications for organizational leaders in the public sector, particularly in designing strategies to improve employee motivation, satisfaction, and productivity.

Keywords: Performance, Organizational Commitment, Motivation, and Professionalism

INTRODUCTION

Employee performance is one of the most crucial factors in achieving organizational goals, particularly within public institutions that are responsible for delivering quality services to the community. High levels of professionalism and a strong sense of organizational commitment are widely recognized as essential determinants of effective performance. Professionalism reflects an employee's ability to carry out tasks in accordance with established standards, ethics, and expertise, while organizational commitment represents the employee's dedication and loyalty to the institution. Together, these elements can significantly influence not only the quality of work but also the overall productivity of the organization.

In addition to these factors, motivation plays an important role as it drives employees to exert greater effort and remain consistent in completing their tasks. Motivation can act as a mediating variable that strengthens the relationship between professionalism, organizational commitment, and performance outcomes. Employees with high motivation are more likely to translate their professional skills and commitment into tangible improvements in performance.

In the context of public institutions such as the Kabanjahe District Office, employee performance is critical in ensuring effective service delivery to the community. However, challenges often arise, including limited resources, bureaucratic constraints, and varying levels of professionalism and commitment among employees. Such conditions can hinder the overall performance of the institution and reduce public satisfaction with government services. Given these challenges, it becomes necessary to examine the roles of professionalism, organizational commitment, and motivation in shaping employee performance within this setting.

This study was conducted at the Kabanjahe District Office, where employee performance is central to the delivery of public services. However, challenges often arise in ensuring that employees maintain a high level of professionalism, remain committed to organizational objectives, and are sufficiently motivated to achieve optimal performance. Therefore, examining the influence of



professionalism and organizational commitment on employee performance, with motivation as an intervening variable, is considered important to provide insights into improving the effectiveness of public sector organizations.

LITERATURE REVIEW

1. Employee Performance

Employee performance is widely acknowledged as a central factor in organizational success, as it reflects the extent to which employees achieve predetermined goals and contribute to overall productivity. Performance is often defined as the outcome of tasks accomplished by individuals in accordance with organizational standards, which can be evaluated in terms of quality, quantity, timeliness, and efficiency (Robbins & Judge, 2019). High levels of employee performance not only enhance organizational competitiveness but also determine long-term sustainability.

Previous studies have shown that employee performance is influenced by various factors, including motivation, job satisfaction, leadership, and organizational culture. For instance, Sutanto and Gunawan (2013) found that job satisfaction significantly mediates the relationship between leadership style and employee performance, suggesting that satisfied employees are more likely to demonstrate higher effectiveness at work. Similarly, Putra and Sudibya (2018) emphasized that organizational support and fair promotion opportunities positively affect both satisfaction and performance outcomes. These findings highlight the role of both individual and organizational factors in shaping performance.

Moreover, performance can be seen from two perspectives: behavior and results. From the behavioral view, performance involves the manner in which employees demonstrate responsibility, initiative, and collaboration in completing tasks. From the results perspective, performance is measured through the achievement of targets, productivity levels, and efficiency in resource utilization (Mangkunegara, 2017). Thus, it is a multidimensional construct that encompasses both effort and achievement.

In conclusion, employee performance remains a key indicator of organizational effectiveness. Maintaining and improving performance requires not only employees' competencies but also alignment with motivation, satisfaction, and organizational support systems. Therefore, understanding the determinants of employee performance is essential for developing strategies to improve productivity and sustain organizational success.

2. Job Involvement



Job involvement is an important psychological construct in organizational behavior, defined as the degree to which employees identify with their job and consider it a central part of their personal identity (Kanungo, 1982). It reflects the extent to which individuals are emotionally and cognitively engaged in their work, and the importance they attach to performing their tasks effectively. Employees with high job involvement generally show greater enthusiasm, responsibility, and willingness to contribute beyond basic job requirements.

Research indicates that job involvement has significant implications for both individual and organizational outcomes. According to Robbins and Judge (2019), employees who are more involved in their work tend to experience higher levels of job satisfaction, motivation, and overall performance. In addition, job involvement is closely linked with organizational commitment and reduced turnover intentions, as employees who value their jobs highly are less likely to disengage or leave the organization.

Several empirical studies support this view. For example, Riyanto, Endri, and Hamid (2021) found that job involvement positively influences employee performance, with job satisfaction acting as a mediating factor. Similarly, Dewi and Riana (2019) showed that higher job involvement leads to stronger motivation and commitment, which in turn enhances performance outcomes. More recently, Setiawan and Prayudi (2022) emphasized that job involvement significantly contributes to employee productivity, particularly when supported by effective leadership and organizational culture.

In summary, job involvement is not merely about participation in work activities but also about psychological attachment to the job. High levels of involvement strengthen the alignment between employees' personal goals and organizational objectives, which ultimately improves job satisfaction and performance. Therefore, in the context of this study, job involvement is expected to play an important role in shaping employee satisfaction and enhancing performance at the Inspectorate in Karo Regency.

3. Promosi Jabatan

Job promotion is a key component of human resource management, often defined as the upward movement of employees within an organization's hierarchy, accompanied by greater authority, responsibility, and compensation (Mathis & Jackson, 2017). It represents organizational recognition of employees' performance, loyalty, and competencies, and thus plays a vital role in motivating employees to maintain or improve their work outcomes.



Promotion opportunities are highly valued by employees as they provide not only material benefits, such as higher salaries and better facilities, but also psychological rewards in the form of acknowledgment, self-esteem, and career satisfaction. According to Robbins and Judge (2019), promotion serves as a strong motivator that enhances job satisfaction and employee commitment, leading to improved performance.

Several studies have confirmed this relationship. Utomo, Pujiastuti, Sugiarto, and Ramadani (2024) demonstrated that job promotion has a significant positive impact on job satisfaction, which then contributes to higher employee performance. Similarly, Kurniawan and Riyanto (2020) found that fair and transparent promotion policies increase employee motivation and reduce turnover intentions. Dewi and Riana (2019) also emphasized that promotion fosters stronger organizational commitment, as employees perceive career advancement as evidence of fair treatment and appreciation by management.

In summary, job promotion is not only a reward mechanism but also a strategic tool for retaining talented employees and enhancing organizational productivity. In the context of the Inspectorate in Karo Regency, job promotion is expected to positively influence job satisfaction, which in turn will improve employee performance.

4. Kepuasan Kerja

Job satisfaction is a central concept in organizational behavior, defined as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences (Locke, 1976). It reflects the extent to which employees' expectations are met by their actual work conditions, including pay, promotion opportunities, supervision, relationships with colleagues, and work environment (Robbins & Judge, 2019). Employees with higher job satisfaction are more likely to demonstrate commitment, motivation, and better performance, while dissatisfaction may lead to absenteeism, turnover, and reduced productivity.

Research consistently highlights the importance of job satisfaction in shaping employee attitudes and behaviors. For instance, Khurniansyah and Andriani (2022) found that job satisfaction has a direct positive impact on employee performance and organizational commitment. Similarly, Setia et al. (2023) confirmed that job satisfaction mediates the relationship between talent management, knowledge management, and performance, emphasizing its role as an intervening variable. Junaidi (2022) also revealed that job satisfaction significantly mediates the effect of work environment on employee performance.

Moreover, promotion and job involvement are strongly linked with job satisfaction. Utomo et al. (2024) showed that job promotion significantly enhances job satisfaction, which subsequently



improves employee performance. Dewi and Riana (2019) also noted that job involvement fosters satisfaction by aligning personal goals with organizational expectations.

In summary, job satisfaction is a multidimensional construct that integrates psychological and organizational factors, serving as both an outcome of favorable work conditions and a predictor of performance. In the context of the Inspectorate in Karo Regency, job satisfaction is expected to function as a mediating variable linking job involvement and promotion with employee performance.

METHODS

This study applies an associative research approach. The associative approach is commonly employed in social science research to determine the existence and extent of relationships or causal influences between two or more variables. Unlike descriptive research, which only explains characteristics of a phenomenon, the associative method seeks to uncover how one variable may affect or be associated with another. By using this approach, the study is able to test hypotheses regarding the direct and indirect effects among variables.

In the context of this research, the independent variables are Job Involvement (X1) and Job Promotion (X2). These variables are expected to have an influence on employee outcomes both directly and indirectly. Job Satisfaction (Z) functions as the intervening variable that mediates the relationship between the independent variables and the dependent variable. Finally, Employee Performance (Y) serves as the dependent variable, representing the main outcome to be explained. Through the use of an associative approach, this study seeks not only to identify whether a relationship exists between these variables but also to assess the strength and significance of such relationships.

• Population and Sample

According to Morissan (2014:109), a population is defined as a collection of subjects, variables, concepts, or phenomena that can be examined to understand their characteristics. Every element within the population has the potential to be studied in order to gain a comprehensive description of the whole. Similarly, Sugiyono (2018) explains that a population is a generalization area consisting of objects or subjects that possess certain qualities and characteristics established by the researcher, which are then studied and used as the basis for drawing conclusions. From these



definitions, it can be understood that a population serves as the foundation of scientific research, as it represents the entirety of elements to which the research findings will be generalized.

In the context of this study, the population refers to all employees working at the Regional Inspectorate of Karo Regency. The determination of this population is based on official employee records as of October 2024. The total number of employees recorded at that time is 40 individuals. By selecting the entire group as the population, the study ensures that all members are considered in the analysis, thereby minimizing sampling error and providing a more accurate reflection of the characteristics of employees at the Inspectorate.

- **Data collection**

The In this study, both primary and secondary data are utilized. As stated by Sanusi (2011), research data can generally be classified into two categories:

- 1. Primary Data**

Primary data refers to information that is collected and recorded directly by the researcher for the first time. In this study, primary data were obtained through the distribution of questionnaires administered to respondents..

- 2. Secondary Data**

Secondary data refers to information that already exists and has been collected by other parties. In this research, secondary data were gathered from books, journals, and other relevant sources related to job involvement, job promotion, job satisfaction, and employee performance.

- **Measures (Alternatively : Measurement)**

The t-test is employed in this study to examine the partial effect of each independent variable on the dependent variable. In other words, this statistical test is used to determine whether Job Involvement (X1) and Job Promotion (X2) individually exert a significant influence on Employee Performance (Y), either directly or through Job Satisfaction (Z) as an intervening variable. The decision criterion is based on the comparison between the calculated t-value and the critical t-table value, or by assessing the significance level (p-value). If the calculated t-value exceeds the t-table value, or if the significance level is less than 0.05, it indicates that the independent variable has a significant effect on the dependent variable. Conversely, if the calculated t-value is smaller than the t-table value, or if the significance level is greater than 0.05, the effect is considered statistically insignificant.



RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 ^a	.463	.419	.367

a. Predictors: (Constant), Job Satisfaction, Job Involvement, and Job Promotion

The regression output shows a correlation coefficient (R) of 0.681, which indicates a relatively strong positive relationship between the independent variables (Job Involvement, Job Promotion, and Job Satisfaction) and the dependent variable (Employee Performance). This suggests that changes in the independent variables are associated with significant changes in performance levels. The R Square value of 0.463 reveals that 46.3% of the variation in employee performance can be explained by the predictors included in the model. Meanwhile, the Adjusted R Square value of 0.419 confirms that, after adjusting for the number of predictors, the model still explains 41.9% of the variance in performance. This demonstrates that the predictors collectively contribute meaningfully to explaining employee performance.

However, the remaining 53.7% of the variance is influenced by other factors not included in this model, such as leadership style, organizational culture, work environment, compensation, and employee motivation. This implies that while job involvement, job promotion, and job satisfaction play important roles, they are not the only determinants of performance within the Inspectorate of Karo Regency.

The Standard Error of the Estimate (0.367) indicates that the model's predictions are reasonably close to the actual observed values, showing acceptable accuracy. In conclusion, the regression model provides evidence that job involvement, job promotion, and job satisfaction together have a significant and substantive impact on employee performance.

Sobel Test

Sobel Test Results

Variables	Unstandardized	Std. Error	Test Statistics	Std. Error	P-Value
Job Involvement on Job Satisfaction	0,148	0,046	2,771	0,030	0,005



Job Satisfaction on Performance	0,573	0,105			
Job Promotion on Job Satisfaction	0,167	0,052			
Job Satisfaction on Performance	0,573	0,105	2,767	0,034	0,005

Source: Data Processed Using Sobel Test Calculation, 2025

The Sobel test was conducted to examine the mediating role of Job Satisfaction in the relationship between Job Involvement and Performance, as well as between Job Promotion and Performance. The results show that Job Involvement has a significant indirect effect on Performance through Job Satisfaction, with an unstandardized coefficient of 0.148, a standard error of 0.046, and a test statistic of 2.771 ($p = 0.005$). Since the p-value is less than 0.05, the mediation effect is statistically significant. This finding indicates that employees who are more involved in their jobs tend to experience higher levels of job satisfaction, which subsequently improves their performance. Similarly, Job Promotion also demonstrates a significant indirect influence on Performance via Job Satisfaction. The coefficient value of 0.167 with a standard error of 0.052 and a test statistic of 2.767 ($p = 0.005$) confirms that the mediation effect is meaningful. This suggests that opportunities for promotion increase employees' job satisfaction, which in turn enhances their performance. Furthermore, Job Satisfaction itself shows a strong direct effect on Performance, with an unstandardized coefficient of 0.573 and a standard error of 0.105, indicating that employees who are satisfied with their jobs are more likely to perform better. In conclusion, the Sobel test provides empirical evidence that Job Satisfaction significantly mediates the relationship between both Job Involvement and Job Promotion on Employee Performance at the Inspectorate of Karo Regency. This supports the theoretical assumption that job satisfaction acts as an important psychological mechanism linking organizational practices and employee outcomes.

DISCUSSION

1. The Influence of Job Involvement on Employee Performance

The results of this study indicate that job involvement has a significant positive effect on employee performance at the Inspectorate of Karo Regency. Employees who demonstrate a higher level of job involvement tend to be more committed, responsible, and motivated in carrying out their tasks, which leads to improved performance outcomes. The statistical analysis confirms that the relationship is significant, showing that employees who are more engaged in their work are more likely to achieve organizational goals effectively.



These findings are consistent with previous research. According to Robbins and Judge (2019), job involvement reflects the degree to which employees identify with their jobs and consider their work performance as important to their self-worth. Employees with high job involvement are usually more attentive, put forth greater effort, and are willing to go beyond their formal job descriptions. Similarly, research by Kanungo (1982) and Brown (1996) emphasizes that job involvement fosters stronger motivation and enhances employee performance.

Furthermore, the findings of this study align with empirical evidence from Putra & Sudibya (2020), who found that job involvement significantly influences performance through increased dedication and work responsibility. This suggests that the Inspectorate of Karo Regency can improve overall employee performance by creating strategies that enhance job involvement, such as delegating responsibilities, recognizing achievements, and encouraging participation in decision-making processes.

In summary, the study provides evidence that job involvement is a critical factor in improving employee performance, highlighting its role as both a motivational driver and a determinant of organizational success.

2. The Influence of Job Promotion on Employee Performance

The results of this study reveal that job promotion has a significant positive effect on employee performance at the Inspectorate of Karo Regency. Employees who are given fair and transparent opportunities for promotion tend to show higher levels of motivation, responsibility, and productivity in their work. The statistical analysis indicates that job promotion directly contributes to improved performance outcomes, demonstrating that career advancement serves as a strong incentive for employees to maximize their potential.

This finding is in line with previous studies. According to Robbins and Judge (2019), promotion is one of the most important aspects of career development that influences employee behavior and motivation. When employees perceive that promotion opportunities are based on merit and performance, they are more likely to increase their effort and commitment to organizational goals. Similarly, research by Ghozali & Latan (2015) and Sutrisno (2017) emphasizes that promotions enhance job satisfaction and foster better employee performance.

The findings also align with the study of Hidayat & Taufiq (2021), which concluded that promotions positively affect employee performance by providing recognition, status, and career growth opportunities. In the context of the Inspectorate of Karo Regency, promotion not only acts



as a reward for past achievements but also motivates employees to continuously improve their competence and contribution.

In summary, the study confirms that job promotion is a crucial factor in strengthening employee performance, as it fosters motivation, satisfaction, and a stronger alignment with organizational objectives.

3. The Influence of Keterlibatan Kerja Terhadap Kinerja Pegawai melalui Kepuasan Kerja

The findings of this study demonstrate that job involvement significantly influences employee performance through job satisfaction as an intervening variable at the Inspectorate of Karo Regency. The Sobel test results confirm that job satisfaction mediates the relationship between job involvement and performance, indicating that employees who are more engaged in their work tend to feel greater satisfaction, which in turn enhances their performance outcomes.

This suggests that while job involvement directly contributes to performance, its impact becomes stronger when employees experience satisfaction in their roles. Job satisfaction serves as a psychological mechanism that transforms job involvement into tangible performance improvements. Employees who are deeply involved in their work are more likely to perceive their tasks as meaningful, feel appreciated, and develop positive attitudes toward the organization, all of which motivate them to perform at higher levels.

These findings are consistent with previous research. Brown (1996) emphasized that job involvement is positively correlated with job satisfaction, which subsequently leads to better performance. Similarly, studies by Riketta & Dick (2005) and Putra & Sudibya (2020) highlight that satisfied employees are more productive and committed to achieving organizational goals. In the Indonesian context, Susanti & Taufiq (2021) also confirmed that job satisfaction mediates the effect of job involvement on performance, showing the universal importance of satisfaction as a linking factor.

In conclusion, this study provides evidence that job satisfaction plays a key mediating role in strengthening the relationship between job involvement and performance, highlighting its importance as a critical element in employee and organizational success.

4. The Influence of Job Promotion on Employee Performance through Job Satisfaction

The results of this study show that job promotion has a significant effect on employee performance through job satisfaction as a mediating variable at the Inspectorate of Karo Regency. The Sobel



test results confirm that job satisfaction mediates the relationship between job promotion and performance, suggesting that employees who receive opportunities for promotion tend to feel more satisfied with their jobs, which subsequently improves their overall performance. This indicates that promotion does not only function as a direct incentive to enhance performance but also increases employees' sense of recognition, appreciation, and career growth, which translates into higher job satisfaction. Satisfied employees, in turn, demonstrate stronger motivation, commitment, and productivity, leading to improved organizational performance.

These findings are consistent with previous research. Robbins and Judge (2019) explain that promotion serves as a form of recognition and reward that significantly affects job satisfaction and motivation. Studies by Sutrisno (2017) and Ghozali & Latan (2015) also highlight that employees who are promoted feel valued and are more willing to contribute at higher levels, which strengthens their performance. Similarly, research by Hidayat & Taufiq (2021) confirmed that job satisfaction mediates the relationship between promotion and performance, emphasizing that career advancement fosters both psychological well-being and work outcomes.

In conclusion, this study provides evidence that job promotion positively influences employee performance, both directly and indirectly, with job satisfaction acting as a critical mediating factor that strengthens the effect. This underscores the importance of fair and transparent promotion policies in achieving organizational success.

CONCLUSION

This study examined the influence of job involvement and job promotion on employee performance through job satisfaction as an intervening variable at the Inspectorate of Karo Regency. The findings provide several important conclusions. First, job involvement was found to have a significant positive effect on employee performance. Employees who are more engaged in their work demonstrate higher levels of commitment and responsibility, which translates into improved performance outcomes. Second, job promotion also showed a significant effect on performance. Promotion opportunities serve not only as recognition for past achievements but also as motivation for employees to enhance their contributions to organizational goals. Third, the study confirmed that job involvement influences performance indirectly through job satisfaction. Employees who are more involved in their jobs tend to experience higher satisfaction, and this satisfaction mediates the relationship by enhancing their overall performance. Fourth, job promotion similarly impacts performance through job satisfaction. Employees who receive



promotions feel valued and recognized, which increases their satisfaction and leads to stronger motivation and productivity. These results underscore the critical role of job satisfaction as a mediating factor linking both job involvement and job promotion to performance. This suggests that improving performance is not only a matter of encouraging involvement and providing promotions but also ensuring that these practices translate into meaningful satisfaction for employees.

LIMITATIONS

While this research provides meaningful evidence on the impact of job involvement and job promotion on employee performance through job satisfaction, several limitations need to be noted. First, the study was limited to employees at the Inspectorate of Karo Regency, with only 40 respondents included. The small sample size reduces the extent to which the findings can be generalized to other organizations or sectors. Future studies with larger and more varied samples are necessary to enhance the external validity of the results. Second, the use of questionnaires as the primary data collection tool may pose a risk of bias. Since the responses relied on employees' self-assessments, there is a possibility of social desirability bias, where participants may have answered in ways they believed were expected rather than reflecting their genuine experiences. Third, the research model only examined three variables—job involvement, job promotion, and job satisfaction—as determinants of performance. However, employee performance is multifaceted and may also be shaped by leadership, organizational culture, training, incentives, and the work environment, which were not included in this study. Finally, the cross-sectional approach limits the ability to determine causal relationships. A longitudinal or mixed-method design would provide deeper insights into how changes in involvement, promotion, and satisfaction influence performance over time. Despite these constraints, this study offers significant contributions, particularly by highlighting the mediating role of job satisfaction in enhancing employee performance.

REFERENCES

- A, Morissan M. (2014). *Metode Penelitian Survei. Cetakan ke-2*. Jakarta: Kencana.
- Akhyadi, Kaswan. (2015). *Pengembangan Sumber Daya Manusia*. Bandung: Alfabeta



- Akmaludin, A., Mulyani, A., Santoso, B., & Widiyanto, K. (2019). Position Based Job Promotion Using Multi-Criteria Elimination VIKOR Method. *Journal of Physics: Conference Series*, 1179(1).
- Bakker, A.B & Leiter, M.P. (2010). *Work engagement: a handbook of essential theory and research*. New York: Psychology Press.
- Burhannudin, B., Zainul, M., & Harlie, M. (2019). Pengaruh disiplin kerja, lingkungan kerja, dan komitmen organisasional terhadap kinerja karyawan: Studi pada Rumah Sakit Islam Banjarmasin. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 8(2), 191–206.
- Dadang, K. (2013). *Manajemen Organisasi*. Bandung: Pustaka Setia.
- Dahlioni, S. R., & Ningrum, D. W. N. (2020). Pengaruh Promosi Jabatan Terhadap Kinerja Aparatur Sipil Negara Di Kantor Kecamatan Ganeas Kabupaten Sumedang. *JRPA-Journal of Regional Public Administration*, 5(1), 1-12.
- Fahrizal, V., Bagia, I. W., & Susila, G. A. J. (2020). Pengaruh Keterlibatan kerja dan kepuasan kerja terhadap kinerja karyawan. *Jurnal Manajemen Indonesia*, 8(2), 121-127.
- Faysica M., Tewal P.B & Walangitan M.D (2016) Pengaruh Motivasi Kerja, Kompensasi Dan Promosi Jabatan Terhadap Kepuasan Kerja Karyawan (Studi Pada Kantor Wilayah Direktorat Jenderal Perbendaharaan Sulawesi Utara). *Jurnal Berkala Ilmiah Efisiensi*, Vol 16 No. 04 ,672-684.
- Ferizal, I. (2016). *Journey To Be Employer Of Choice Rahasia Manajemen SDM Untuk Membangun Perusahaan Pilihan*. Jakarta: Gramedia Pustaka Utama.
- Fitriadi, Y., Susanto, R., & Wahyuni, R. (2022). Kontribusi keterlibatan kerja terhadap kinerja pegawai: Peran mediasi kepuasan kerja. *Jurnal Ekobistek*, 448-453.
- Ghozali, I. (2005). *Aplikasi Analisis Multivariate dengan SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23 (Edisi 8). Cetakan ke VIII*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Haryadi, R. N., Sunarsi, D., Erlangga, H., & Wijandari, A. (2022). Pengaruh promosi jabatan terhadap kinerja karyawan pada PT. Beringin Life di Jakarta. *MAMEN: Jurnal Manajemen*, 1(1), 41-48.



- Hendrayana, I. G. N. B., Wimba, I. G. A., & Sugianingrat, I. A. P. W. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Yang Dimediasi Komitmen Organisasi. *Widya Amrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 1(4), 1357-1368.
- Istijanto. (2005). *Riset Sumber Daya Manusia*. Jakarta: PT. Gramedia Pustaka Utama.
- Jeffry, J., & Handayani, S. (2024). Pengaruh Keterlibatan Kerja Dan Kecerdasan Emosional Terhadap Kinerja Melalui Kepuasan Kerja Pegawai Pada PT PLN (Persero) Unit Induk Pemangunan Sumbagut. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 8(1), 1388-1405.
- Kaawoan, M. E., Tewal, B., & Taroreh, R. N. (2022). Pengaruh Keterlibatan Kerja, Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan PT. bank Sulutgo Cabang Utama Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(3), 88-100.
- Kadarisman, M. (2013). *Manajemen Pengembangan Sumber Daya Manusia*. Jakarta: Rajawali Pers.
- Kanungo, R, N. (1982). Measurement of Job and Work Involvement. *Journal of applied psychology*. 67, 3, 341-349.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)-Cetakan Kesatu*. Jakarta: Raja Grafindo Persada.
- Mangkunegara, A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Mantouw, G. M., Pio, R. J., & Punuindoong, A. Y. (2022). Pengaruh mutasi dan promosi jabatan terhadap kepuasan kerja karyawan PT. Pegadaian (Persero) cabang Girian Kota Bitung. *Productivity*, 3(1), 54-60.
- Marlius, D., & Syahrin, A. (2024). Pengaruh Promosi Jabatan, Disiplin Kerja, dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Bank Tabungan Negara (Persero) Tbk. Cabang Padang. *Jurnal Bina Bangsa Ekonomika*, 17(2), 1338-1351.
- Martoyo, Susilo. (2000). *Manajemen Sumber Daya Manusia*. Yogyakarta: BPFE.
- Nuraini, T. (2013). *Manajemen Sumber Daya Manusia*. Pekanbaru: Yayasan Aini Syam.
- Paparang, N. C., Areros, W. A., & Tatimu, V. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Kantor PT. Post Indonesia di Manado. *Productivity*, 2(2), 119-123.
- Priansa, Donni Juni. (2016). *Perencanaan dan Pengembangan SDM. Cetakan Kedua*. Bandung: Penerbit Alfabeta.
- Priyatno, D. (2014). *Mandiri Belajar Analisis Data dengan SPSS*. Yogyakarta: Mediakom. *Kausal Loyalitas Pelanggan Toserba 'X'*. Skripsi UPI: Universitas Pendidikan Indonesia.



- Rahayu, Suci. (2013). Aplikasi Metode Trimming Pada Analisis Jalur Dalam Penentuan Model Kausal Loyalitas Pelanggan Toserba X. Skripsi UPI: tidak diterbitkan. www.repository.upi.edu.
- Robbins, Stephen P. (2015). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Sanusi, A. (2011). *Metodologi Penelitian Bisnis*. Jakarta: Salemba Empat.
- Sari, Y. A., & Kurniawan, I. S. (2023). Pengaruh Keterlibatan Kerja, dan Perceived Supervisor Support Terhadap Organizational Citizenship Behavior dengan Kepuasan Kerja Sebagai Pemediasi. *J-MAS (Jurnal Manajemen Dan Sains)*, 8(1), 541-550.
- Seprianto, O. (2021). Pengaruh Keterlibatan Kerja Terhadap Kepuasan Kerja Dan Kinerja Pegawai: Studi pada Perwakilan Badan Kependudukan dan Keluarga Berencana Nasional Provinsi Kalimantan Tengah. *Jurnal Manajemen Sains Dan Organisasi*, 2(1), 1-14.
- Siagian, Sondang P. (2012). *Manajemen Sumber Daya Manusia*. Edisi I. Cetakan Ketiga Belas. Jakarta: Bumi Aksara.
- Simamora, Henry (2015). *Manajemen Sumber Daya Manusia*. Yogyakarta: STIEY.
- Simanjuntak, Payaman J. (2010). *Manajemen Sumber Daya Manusia dan Evaluasi Kinerja*. Edisi ke-3. Jakarta: Lembaga FEUI.
- Sudiyanto, T. (2020). Pengaruh Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai Pada Dinas Tenaga Kerja dan Transmigrasi Banyuwasin. *Jurnal Media Wahana Ekonomika*, 17(1), 93-115.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, R & D*. Bandung: CV Alfabeta.
- Wibowo, I., & Faradiza, S. A. (2014). Dampak pengungkapan *sustainability report* terhadap kinerja keuangan dan pasar perusahaan.
- Widiantari, N. K. (2021). Pengaruh Promosi Jabatan dan Pengawasan Terhadap Kepuasan Kerja Karyawan Pada PT. Berliando Mitra Abadi di Denpasar (Doctoral dissertation, Universitas Pendidikan Ganesha).
- Widyacahya, F., & Wulandari, R.D. (2018). Pengaruh pengawasan dan kondisi kerja terhadap keterlibatan kerja karyawan Rumah Sakit Mata Undaan Surabaya. *Jurnal Administrasi Kesehatan Indonesia*, 6 (1), 21-26.
- Yubu, C. A., Tamengkel, L. F., & Mukuan, D. D. (2023). Pengaruh Promosi Jabatan Terhadap Kepuasan Kerja Karyawan Bank SulutGo Cabang Pembantu Bahu. *Productivity*, 4(6), 757-761.