



# THE EFFECT OF JOB PROMOTION AND JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE MEDIATED JOB SATISFACTION

( Case Study at ASTON Kupang Hotel & Convention Center )

Asbi Nasar, Yudha Eka Nugraha, Nasaruddin Nasaruddin, Sofia Ebu Edu

Tourism Department  
State Polytechnic of Kupang  
Indonesia

[nasarazbii@gmail.com](mailto:nasarazbii@gmail.com)

**Abstract-**The aim of this research is to find out and analyze the effect of promotions and job characteristics on employee job satisfaction at the Aston Kupang Hotel. To find out and analyze the effect of promotion, job characteristics and job satisfaction on employee performance at the Aston Kupang Hotel. To find out and analyze job satisfaction mediating the effect of promotion and job characteristics on employee performance at the Aston Kupang Hotel. The population in this study were all Aston Kupang Hotel employees, totaling 150 people. Sampling using proportional purposive sampling technique by determining the number of samples using the Slovin Formula found the number of respondents as many as 110 people. The data used is primary data in the form of a questionnaire. Data analysis used linear regression analysis. Based on the research results, it is known that promotion has a positive and significant effect on job satisfaction. Job characteristics have a positive and significant effect on job satisfaction. Promotion has a positive and significant effect on employee performance. Job characteristics have a positive and significant influence on employee performance. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction mediates the effect of promotion on performance. Job satisfaction mediates the influence between job characteristics on employee performance.

**Keywords:** job promotion, job characteristics, job satisfaction and employee performance.

## I. INTRODUCTION

In this era of globalization, the business world is required to be able to increase efficiency in its operations. One of the anticipations is the development of more skilled and qualified Human Resources (1).

Employees will try to obtain a position by maximizing their expertise, skills, abilities and energy at work in the hope of improving their welfare in a better direction. (2) The main factor that must be considered in managing human resources is employee performance. Therefore, the company is expected to always maintain good performance in accordance with the standards set by the company (3)

One important factor that can affect performance is the provision of promotion which is expected to improve employee performance towards the positive development of an employee because his duties are considered good by authorized officials (4). Therefore, giving higher responsibility and authority should be given to those who excel.

Another factor is the characteristics of the job where efforts to identify the characteristics of the tasks of the job (5) how these characteristics are combined to form different jobs and is an approach to job enrichment thereby increasing employee performance.

Another factor in improving employee performance is job satisfaction which refers to the general attitude of individuals towards their work. Someone with a high level of job satisfaction has a positive attitude towards his work (6) so that he has different levels of satisfaction between employees.

With fair and open promotion, job characteristics that are in accordance with the expertise and skills of employees, it is expected to increase employee job satisfaction so that it will be able to improve employee performance in the company.

Based on pre-research on several employees and HRD in the Aston Kupang Hotel environment, they experienced problems, namely late shift changes and employees who often got overtime would experience a decrease in performance during effective working hours so that it had an impact on the targets that must be achieved to achieve hotel standards. This can be caused by several factors including promotion, job characteristics and employee job satisfaction. The problem with promotions lies in promotions that are less open and fair, where promotions are accepted mostly by employees who are close to the management leadership or only with one assessment criterion. While the characteristics of the job lies in employees who are less precise in the job assigned to them with the expertise they have. The problem of employee job satisfaction that often occurs is dissatisfaction with payment of benefits, dissatisfaction with colleagues and dissatisfaction with promotions. Some of the problems mentioned above have an impact on some employees who can reduce productivity and even leave the company.

To fill the existing research gap, this research explores the mechanism of promotion and identifies job characteristics on employee performance to employee satisfaction so as to increase human resource management literacy in hotels and become the basis for further studies.

Based on the above phenomenon, the researchers took the initiative to test "The Influence of Job Promotion and Job Characteristics on Employee Performance Mediated by Job Satisfaction (Employee Study at Aston Kupang Hotel & Convention Center)".

The objectives of this study are:

1. To find out and analyze the effect of promotion on employee job satisfaction.
2. To find out and analyze the effect of job characteristics on employee job satisfaction.
3. To find out and analyze the effect of promotion on performance.
4. To know and analyze the effect of job characteristics on employee performance.
5. To find out and analyze the effect of job satisfaction on employee performance.
6. To find out and analyze job satisfaction mediating the effect of promotion on employee performance.
7. To know and analyze job satisfaction to mediate the effect of job characteristics on employee performance.

## II. LITERATURE REVIEW

Companies will not run and grow properly, without the support of reliable and competent human resources so they can compete (1). The ideal organization is an organization that in its activities obtains the maximum benefit from its employees achieving goals, in this case, to achieve the vision and mission that have been set for the company. Conversely, employees can fulfill their needs according to their respective roles (7). Promotion has an important role for employees. Promotion means that there is trust and recognition regarding the ability and skills of the employee concerned to occupy a higher position (8). With a fair and open promotion will be able to increase employee job satisfaction. Previous research regarding the effect of promotion on job satisfaction (9), (10), and (11) which resulted in promotion having a positive and significant effect on job satisfaction. Based on the description above, the researcher formulated the first hypothesis as follows:

H1: Promotion has a positive and significant effect on job satisfaction.

Job characteristics are: "variation of skills, task identity, specificity, autonomy and feedback carried out by employees in carrying out their duties thereby affecting the level of job satisfaction" (12). Previous studies regarding the effect of job characteristics on employee job satisfaction (13) and (14) research studies that have links or matters that affect job satisfaction will always be actual and dynamic, such as job characteristics that have a positive and significant effect on job satisfaction. Based on the description above, the researcher formulated the second hypothesis as follows:

H2: Job characteristics have a positive and significant effect on job satisfaction.

One of the important factors that can affect performance is the promotion, which is expected to improve employee performance (15). Job promotion or position is a positive development for an employee because his duties are considered good by the authorized official. Therefore, giving higher responsibility and authority should be given to those who excel. Previous studies regarding the effect of promotion on employee performance (16) and (17) resulted in promotion having a positive and significant effect on employee performance. Based on the description above, the researcher formulated the third hypothesis as follows:

H3: Promotion has a positive and significant effect on performance

Job characteristics are an approach to job enrichment. Job enrichment programs seek to design jobs in ways that help incumbents satisfy their needs for growth, recognition and responsibility. Job enrichment adds an increase to performance (18). Previous studies regarding the influence of job characteristics on employee performance (19), (20) which resulted in job characteristics having a positive and significant effect on employee performance. Based on the description above, the researcher formulated the fourth hypothesis as follows:

H4: Job characteristics have a positive and significant effect on performance

In other words, job satisfaction is a behavior of employees who are satisfied with what is provided by an organization where they work and is shown by the positive attitude of employees towards that organization. Job satisfaction refers to the general attitude of individuals towards their work. Someone with a high level of job satisfaction has a positive attitude towards his job, while someone who is dissatisfied with his job has a negative attitude towards his job (21) With high job satisfaction will be able to improve employee performance. This is supported by several previous studies which show that there is an effect of job satisfaction on performance (22), (23) which results in job satisfaction having a positive and significant effect on employee performance. Based on the description above, the researcher formulated the fifth hypothesis as follows:

H5: Job satisfaction has a positive and significant effect on performance

By promotion, it means that there is trust and recognition regarding the ability and skills of the employee concerned to occupy a higher position. Thus, promotion will provide greater social status, authority, responsibility, and income for employees (24). one of the objectives of promotion is to generate personal satisfaction and pride which in turn can improve employee performance, so that job satisfaction mediates promotion to performance and has a positive and significant effect (25). Based on the description above, the researcher formulated the sixth hypothesis as follows:

H6: Job satisfaction mediates the effect of promotion on performance

Job characteristics are: "variation of skills, task identity, task specificity, autonomy and feedback carried out by employees in carrying out their duties which can affect the level of job satisfaction". With job characteristics that are in accordance with the expertise and skills of employees, it is expected to increase employee job satisfaction so that it will be able to improve employee performance in the work institution (26). Job characteristics have a significant influence on performance through employee job satisfaction (27). Based on the description above, the researcher formulated the sixth hypothesis as follows:

H7: Job satisfaction mediates the effect of job characteristics on performance

Based on the description of the background and theoretical basis above, the research model can be described as follows:



Image 1. Research Model Framework

**III. RESEARCH METHODS**

This research focuses on the issue of fair and open promotion, job characteristics that are in accordance with employee skills, it is expected to increase job satisfaction so as to improve performance. The research method used is a quantitative descriptive method, where the method is carried out through an objective research approach, including the collection and analysis of quantitative data and using statistical testing methods. The population in this study are employees at Aston Kupang Hotel & Convention Center, totaling 150 people. Sampling using proportional purposive sampling technique which is a sampling technique with certain criteria, namely permanent employees. Determination of the number of samples using the formula slovin(28)

$$n = \frac{N}{1 + Ne^2} = \frac{150}{1 + 150 (0,05)^2} = \frac{150}{1,375} = 109.09 \text{ (rounded to 110)}$$

Data Types and Sources

In this study using primary data. Primary data is data that comes from first hand, data taken using a questionnaire / questionnaire.

Research Instrument Test

Validity test

The validity test is used to measure the validity of an indicator in the form of a questionnaire. In this study, the validity test uses factor analysis by looking at the KMO value. KMO (Kaiser Meyer Olkin Measure of Sampling) is used to confirm a factor or construct. Where KMO is in the form of a distance comparison index between the correlation coefficient and its partial correlation coefficient, namely by testing whether the indicator items or the questionnaire used can confirm a factor or construct. If each question is a measuring indicator then it has a KMO above 0.5 and has a loading factor testing criterion value as follows (29):

1. Loading factor > rule of growth (0.4) means valid
2. Loading factor < rule of growth (0.4) means invalid

Reliability Test

An instrument is called reliable, if the instrument in measuring everything at different times, shows relatively similar results. Reliability measurement can be done with the Cronbach Alpha coefficient using SPSS For Windows (29) with the following criteria:

- 1) If the alpha value > 0.7 then the instrument is reliable
- 2) If the alpha value < 0.7 then the instrument is not reliable

Data analysis

Test the data model in this study using:

Multiple Regression Analysis

An analysis used to determine the regression equation that shows the equation between the dependent variable and the independent variable with the following formula:

$$Y_1 = a + \beta_1 X_1 + \beta_2 X_2 + e \tag{1}$$

$$Y_2 = a + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e \tag{2}$$

Information:

- a = Constant
- Y<sub>1</sub> = Job Satisfaction
- Y<sub>2</sub> = Employee Performance
- X<sub>1</sub> = Promotion
- X<sub>2</sub> = Job Characteristics
- β = Regression coefficient
- e = Error

Test Models

The F test is to test the effect of the independent variable on the dependent variable simultaneously or together (29) with a significant level criterion ( $\alpha$ ) < 0.05. Coefficient of determination The coefficient of determination is used to determine the goodness of fit percentage of the independent variable to the dependent variable (29).

The coefficient of determination

The coefficient of determination is used to determine the percentage of goodness of fit from the independent variable to the dependent variable (29).

Hypothesis testing

Test the hypothesis using the t test with multiple linear regression models, namely to identify the effect of the independent variable on the dependent variable using SPSS (29). The criteria for the hypothesis are accepted if the significant level ( $\alpha$ ) < 0.05.

Mediation Effect Test (Sobel Test)

In this study there is a mediating variable, namely job satisfaction (29) where a variable is called a mediating/intervening variable if this variable influences the relationship between the independent variable and the dependent variable. The Sobel test is a test to find out whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship. As an example of the influence of X on Y through M. In this case the variable M is a mediator of the relationship from X to Y. To test how big the role of variable M mediates the influence of X on Y, the Sobel test is used. If the results of the calculation of the significant level Z count < 0.05, it can be said that the variable mediates between the independent variable and the dependent variable.

Inferences are made using the Sobel test equation and or Goodman's equation. the following Sobel test:

$$Z = \frac{a \times b}{\sqrt{(b^2 S_a^2 + a^2 S_b^2)}}$$

While the significance value/p-value to test the null hypothesis above based on the Goodman test equation is as follows:

$$Z = \frac{a \times b}{\sqrt{(b^2 S_a^2 + a^2 S_b^2 - S_a^2 S_b^2)}}$$

Information:

a : regression coefficient of the independent variable (X) to the moderator variable (Y1)

S<sub>a</sub> : Error standard from a

b : regression coefficient of the moderator variable (Y1) to the dependent variable (Y2)

S<sub>b</sub> : Standard error from b

#### IV. RESULT AND DISCUSSION

##### Regression Testing

A test used to determine the effect of the independent variable on the dependent variable.

Summary Table of Multiple Linear Regression Tests

No	Variable Relations	Regression Model Equation I						
		Test Models			Hypothesis testing.			
		R <sup>2</sup>	F	Sig.	B	t	Sig.	Information
Model 1 $Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$								
1	Effect of promotion on job satisfaction	0,367	32,556	0,000	0.355	3.512	0.001	H <sub>1</sub> accepted
2	Effect of job characteristics on job satisfaction				0.321	3.171	0.002	H <sub>2</sub> accepted
No	Variable Relations	Regression Model Equation II						
		Test Models			Hypothesis testing.			
		R <sup>2</sup>	F	Sig.	B	t	Sig.	Information
Model 2 $Y = \alpha_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$								
1	Effect of promotion on performance	0,384	23,604	0,000	0.231	2.197	0.030	H <sub>3</sub> accepted
2	Effect of job characteristics on performance				0.286	2.741	0.007	H <sub>4</sub> accepted
3	Effect of job satisfaction on performance				0.223	2.334	0.021	H <sub>5</sub> accepted
Sobel test								
No	Mediation	Z count		Significant	Information			
1	Job satisfaction mediates the effect of promotion on performance	2,8848		0,0039	Mediation			
2	Job satisfaction mediates the effect of job characteristics on performance	2,8453		0,0044	Mediation			

Source: Primary data processed by the author, 2023

##### Multiple Regression Analysis

- The effect of promotion and job characteristics on job satisfaction produces a regression equation  $Y_1 = 0.355 X_1 + 0.321 X_2$ . Based on the equation above, it can be seen that promotion and job characteristics have a positive influence on job satisfaction with a regression coefficient value of promotion = 0.355 and job characteristics = 0.321. If the better and more precise the promotion and job characteristics, then the employee job satisfaction will increase.
- The effect of promotion, job characteristics and job satisfaction on performance produces a regression equation  $Y_2 = 0.231 X_1 + 0.286 X_2 + 0.223 X_3$ . Based on the equation above, it can be seen that promotion, job characteristics and job satisfaction have a positive influence on performance with a regression coefficient value of each promotion = 0.231; job characteristics = 0.286 and job satisfaction = 0.223. If the better, precise and higher the promotion, job characteristics and job satisfaction, the employee's performance will also increase.

##### Test Models

###### 1. Test the Coefficient of Determination (R<sup>2</sup>)

###### a. Promotion of positions and job characteristics on job satisfaction

The coefficient of determination (R<sup>2</sup>) in this study uses *Adjusted R Square* to measure how far the ability of job promotion variables and job characteristics explains variations in job satisfaction variables. The coefficient of determination results obtained by the coefficient of *Adjusted R Square* of 0.367. This means that 36.7% of job satisfaction can be explained by promotion and job characteristics. While the remaining 100% - 36.7% = 63.3% is explained by other reasons apart from the promotion variable and job characteristics.

###### b. Effect of promotion, job characteristics and job satisfaction on performance

The coefficient of determination (R<sup>2</sup>) in this study uses *Adjusted R Square* to measure how far the ability of promotion variables, job characteristics and job satisfaction in explaining variations in performance variables. The coefficient of determination results obtained by the coefficient of *Adjusted R Square* of 0.486. This means that 38.4% of performance can be explained by promotion, job characteristics and job satisfaction. While the remaining 100% - 38.4% = 61.6% is explained by other reasons apart from the variables of promotion, job characteristics and job satisfaction.

###### 2. F test

The F test was conducted to test the suitability of the model used for analysis. The model is declared fit if the sig F value is less than 0.05.

###### a. The effect of promotion and job characteristics on job satisfaction

Promotion variables and job characteristics included in the model have a simultaneous effect on job satisfaction. The result of F count is 32.556 with a significant level of  $0.000 < 0.05$ , so promotion and job characteristics have a positive and significant influence simultaneously on job satisfaction.

b. Effect of promotion, job characteristics and job satisfaction on performance

The promotion variables, job characteristics and job satisfaction included in the model have a simultaneous effect on performance. The result of F count is 23.604 with a significant level of  $0.000 < 0.05$ , then promotion, job characteristics and job satisfaction have a positive and significant influence simultaneously on performance.

Hypothesis test

Testing the hypothesis using a partial test (t test) to test the effect of the independent variable on the dependent variable partially with a significant level criterion of 0.05

1. The effect of promotion on job satisfaction. Based on the results of the regression test, it is known that promotion has an effect on job satisfaction with a regression coefficient of 0.355 and a significant level of  $0.001 < 0.05$  so that partially (individually) there is a positive and significant effect on job satisfaction. Thus the first hypothesis (H1): Promotion has a positive and significant effect on job satisfaction, is accepted.
2. Effect of job characteristics on job satisfaction. Based on the results of the regression test, it is known that job characteristics have an effect on job satisfaction with a regression coefficient of 0.321 and a significant level of  $0.002 < 0.05$  so that partially (individually) there is a positive and significant effect on job satisfaction. Thus the second hypothesis (H2): Job characteristics have a positive and significant effect on job satisfaction, is accepted
3. The effect of promotion on performance. Based on the results of the regression test, it is known that promotion has an effect on performance with a regression coefficient of 0.231 and a significant level of  $0.030 < 0.05$  so that partially (individually) there is a positive and significant effect on performance. Thus the third hypothesis (H3): Promotion has a positive and significant effect on performance, is accepted
4. Effect of job characteristics on performance. Based on the results of the regression test, it is known that job characteristics have an effect on performance with a regression coefficient of 0.286 and a significant level of  $0.007 < 0.05$  so that partially (individually) there is a positive and significant influence on performance. Thus the fourth hypothesis (H4): Job characteristics have a positive and significant effect on performance, is accepted
5. The effect of job satisfaction on performance. Based on the results of the regression test, it is known that job satisfaction has an effect on performance with a regression coefficient of 0.223 and a significant level of  $0.021 < 0.05$  so that partially (individually) there is a positive and significant effect on performance. Thus the fifth hypothesis (H5): job satisfaction has a positive and significant effect on performance, is accepted
6. Job satisfaction mediates the effect of promotion on performance. Based on calculations using the Sobel Test, it can be seen that the calculated Z value is 2.8848 with a significant level of  $0.0039 < 0.05$  so that job satisfaction mediates the effect of promotion on employee performance. Thus the sixth hypothesis (H6): Job satisfaction mediates the effect of promotion on performance, is accepted.
7. Job satisfaction mediates the effect of job characteristics on performance. Based on calculations using the Sobel Test, it can be seen that the calculated Z value is 2.8453 with a significant level of  $0.0044 < 0.05$  so that job satisfaction mediates the influence between job characteristics on employee performance. Thus the seventh hypothesis (H7): Job satisfaction mediates the effect of job characteristics on performance, is accepted

## DISCUSSION

The results of research conducted to determine the effect of promotion and job characteristics on employee performance mediated by job satisfaction of employees at ASTON Kupang Hotel are as follows:

1. The effect of promotion on job satisfaction

Based on the results of the regression test, it is known that promotion has a positive and significant effect on job satisfaction. Thus the first hypothesis (H1): Promotion has a positive and significant effect on job satisfaction, is accepted. The results of this study are the same as the results of previous studies conducted by Magdalena and Rulyati (2019)(30), Fadli (2020)(31), which resulted in promotion having a positive and significant effect on job satisfaction.

2. Effect of job characteristics on job satisfaction

Based on the results of the regression test, it is known that job characteristics have a positive and significant effect on job satisfaction. Thus the second hypothesis (H2): Job characteristics have a positive and significant effect on job satisfaction, is accepted. The results of this study are the same as previous studies conducted by Prasetyaningrum (2020)(13), Astutik and Priantono (2020)(18) and Citrayani et al (2022)(32) which produced job characteristics that had a positive and significant effect on job satisfaction.

3. The effect of promotion on performance

Based on the results of the regression test, it is known that promotion has a positive and significant effect on performance. Thus the third hypothesis (H3): Promotion has a positive and significant effect on performance, is accepted. The results of this study are the same as previous research conducted by Haryadi et al (2022)(33) and Widyani & Putra (2020)(17) which resulted in promotion having a positive and significant effect on employee performance.

4. Effect of job characteristics on performance

Based on the results of the regression test, it is known that job characteristics have a positive and significant effect on performance. Thus the fourth hypothesis (H4): Job characteristics have a positive and significant effect on performance, is accepted. The results of this study are the same as the results of previous studies conducted by Hajati et al (2018)(34) and Astutik (2020)(18) which resulted in job characteristics having a positive and significant effect on employee performance.

5. The effect of job satisfaction on performance

Based on the results of the regression test, it is known that job satisfaction has a positive and significant effect on performance. Thus the fifth hypothesis (H5): job satisfaction has a positive and significant effect on performance, is accepted. The results of this study are supported by several previous studies which show that there is an effect of job

satisfaction on performance, such as research conducted by Sienthai and Pila-Ngarm (2016)(35) and Hendri (2019)(36) who believe that if job satisfaction is high, the employee will provide good performance.

6. Based on calculations using the Sobel Test, it can be seen that job satisfaction mediates the effect of promotion on employee performance. Thus the sixth hypothesis (H6): Job satisfaction mediates the effect of promotion on performance, is accepted. In other words, promotion is more effective through job satisfaction than directly on performance.
7. Based on calculations using the Sobel Test, it can be seen that job satisfaction mediates the effect of job characteristics on employee performance. Thus the seventh hypothesis (H7): Job satisfaction mediates the effect of job characteristics on performance, is accepted. In other words, job characteristics are more effective through job satisfaction than directly on performance.

According to Hackman et.al. in Ali (2014) (37) suggests the core job dimensions of job characteristics are: "variation of skills, task identity, task specificity, autonomy and feedback carried out by employees in carrying out their duties which can affect certain personal and work-related outcomes, including job satisfaction". With job characteristics that are in accordance with the expertise and skills of employees, it is expected to increase employee job satisfaction so that it will be able to improve employee performance in the company they work. This is supported by the job characteristics model (JCM – *Job Characteristics Model*) in Othman and Nasurdin (2019) where each job can be described by several core job dimensions, one of which is the feedback dimension which aims to measure the extent to which an individual's performance in carrying out work tasks and provide direct and detailed information about the effectiveness of its performance.

## V. CONCLUSION

1. With a better job promotion system, it will be possible to increase employee job satisfaction in the company.
2. By increasingly matching job characteristics with employee knowledge and skills, it will be possible to increase employee job satisfaction in the company.
3. With a better job promotion system, employee performance in the company will be able to improve.
4. By increasingly matching job characteristics with employee knowledge and skills, employee performance in the company will be able to improve.
5. With higher employee job satisfaction, employee performance in the company will be able to improve.
6. In other words, promotion is more effective through job satisfaction rather than directly on performance.
7. In other words, job characteristics are more effective through job satisfaction than directly on performance.

## SUGGESTION

1. The job satisfaction variable has the smallest influence on employee performance seen from the regression coefficient, therefore leaders need to improve employee job satisfaction, such as work support from colleagues and aligning the company's vision with the employee's vision.
2. Job characteristic variables have the greatest influence on employee performance as seen from the regression coefficient, therefore leaders need to maintain and improve employee job characteristics such as creating many sales products, providing employees with opportunities for education and training so they can keep up with existing technological developments.
3. The subjectivity of the research is still lacking because it is assessed by the employees themselves, where it should be better for other parties to assess it.
4. Many other factors can influence the level of employee performance, which may be more relevant and can influence employee performance, including: work environment, education and training, leadership, employee work motivation and others.
5. There are many variables that can influence employee performance. In this research, only two independent variables and one mediating variable were studied which influenced employee performance.
6. There is a limited scope of research, so for future research research can be carried out in other organizations, so that the consistency of existing theories can be identified so that other theories can be developed to improve the level of employee performance in general.

## REFERENCES

1. Stone J. Raymond, Cox Anne, Mihajla G. Human Resource Management [Internet]. Tenth Edit. Australia: John Wiley & Sons; 2020.
2. Nieves J, Quintana A. Human resource practices and innovation in the hotel industry: The mediating role of human capital. *Tour Hosp Res.* 2018;18(1):72–83.
3. Ibrahim R, Boerhannoeddin A, Kazeem Kayode B. Organizational culture and development: Testing the structural path of factors affecting employees' work performance in an organization. *Asia Pacific Manag Rev*
4. Park S, Johnson KR, Chaudhuri S. Promoting work engagement in the hotel sector: review and analysis. *Manag Res Rev.* 2019;42(8):971–90.
5. Černe M, Hernaus T, Dysvik A, Škerlavaj M. The role of multilevel synergistic interplay among team mastery climate, knowledge hiding, and job characteristics in stimulating innovative work behavior. *Hum Resour Manag J.* 2017;27(2):281–99.
6. Yousef DA. Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government. *Int J Public Adm.* 2017;40(1):77–88.
7. Chanana N, Sangeeta. Employee engagement practices during COVID-19 lockdown. *J Public Aff.* 2021;21(4).
8. Rinny P, Bohlen Purba C, Handiman UT. The Influence Of Compensation, Job Promotion, And Job Satisfaction On Employee Performance Of Mercubuana University. [www.ijbmm.com](http://www.ijbmm.com) *Int J Bus Mark Manag*
9. Atikur RAHAMAN M, Sayed UDDIN M. The Effect of Promotion and Job Training on Job Satisfaction of Employees: An Empirical Study of the SME Sector in Bangladesh. *J Asian Financ Econ Bus.* 2022;9(2):255–60.

10. Saputra I, Sudharma I. Pengaruh Promosi Jabatan, Pelatihan Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *E-Jurnal Manaj Univ Udayana*. 2017;6(2):1030–54.
11. Mustapha N, Zakaria ZC. The Effect of Promotion Opportunity in Influencing Job Satisfaction among Academics in Higher Public Institutions in Malaysia. *Int J Acad Res Bus Soc Sci*. 2013;3(3):20–6.
12. Achmad Ali Fikri, Syamsul Arifin MFF. Pengaruh karakteristik pekerjaan dan efikasi diri terhadap keterikatan kerja dan implikasinya terhadap kepuasan kerja. 2022;2(8.5.2017):2003–5.
13. Prasetyaningrum D. Pengaruh Komitmen Organisasi, Karakteristik Pekerjaan Terhadap Kepuasan Kerja Karyawan dan Motivasi Kerja Sebagai Variabel Intervening. *Manajerial*. 2020;7(2):155.
14. Rai A, Maheshwari S. Exploring the mediating role of work engagement between the linkages of job characteristics with organizational engagement and job satisfaction. *Manag Res Rev*. 2021;44(1):133–57.
15. Lup D. Something to Celebrate (or not): The Differing Impact of Promotion to Manager on the Job Satisfaction of Women and Men. *Work Employ Soc*. 2018;32(2):407–25.
16. Rofiq Noorman Haryadi, Denok Sunarsi, Heri Erlangga, Nurjaya, Ana Wijandari. Pengaruh Promosi Jabatan Terhadap Kinerja Karyawan pada PT. Beringin Life di Jakarta. *MAMEN J Manaj*. 2022;1(1):41–8.
17. Anak Agung Dwi Widyani, Putra IWAP. Pengaruh Rekrutmen dan Promosi Jabatan Terhadap Kinerja Karyawan Pada PT. Bank Sinarma Cabang Denpasar. *J Widya Manaj*. 2020;5(2):2597–4084.
18. Astutik M, Priantono S. Pengaruh Karakteristik Pekerjaan Terhadap Kinerja Karyawan dan Kepuasan Kerja Dengan Variabel Moderator Budaya Kerja Pada Badan Keswadayaan Masyarakat (BKM) di Kota Probolinggo. *J Manaj*. 2020;17(1):81–97.
19. Rizal Ahmad, Fikri M El, Rahayu R. PENGARUH KARAKTERISTIK PEKERJAAN DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PADA PT. MITRA NIAGA SEJATI JAYA - LANGKAT. *J Manaj Tools*. 2019;8(5):55.
20. Choudhary N, Naqshhbandi MM, Phillip PJ, Kumar R. The interplay of emotion management ability of leaders and employee perception of job characteristics in employee job performance. *J Manag Dev*. 2010;(Unit 07):1–5.
21. Sutoro M, Mawardi S, Sugiarti E. Pengaruh Kepemimpinan, Kompensasi, Budaya Organisasi, Dan Kepuasan Kerja Terhadap Kinerja Pegawai Negeri Sipil. *Sci J Reflect Econ Accounting, Manag Bus*. 2020;3(4):411–20.
22. Susanto N. Pengaruh Motivasi Kerja, Kepuasan Kerja, dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Divisi Penjualan PT Rembaka. *Agora*. 2019;7(1):6–12.
23. Rindorindo RP, Murni S, Trang I. Pengaruh Beban Kerja, Stres Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Hotel Gran Puri. 5953 *J EMBA* [Internet]. 2019;7(4):5953–62. Available from: <https://ejournal.unsrat.ac.id/index.php/emba/article/view/26576/26198>
24. Anisah T, Ratnasari SL. Pengaruh Kompensasi, Promosi Jabatan, Dan Motivasi Kerja Terhadap Kinerja Karyawan Bagian Produksi PT. Mega Synergy Powerindo Batam. *J Bening*. 2019;6(2):295.
25. Maesaroh N, M.Trihudyatmanto. Kepuasan Kerja: Dalam Pengaruh Promosi Jabatan Terhadap Prestasi Kerja Pegawai. *J Econ Manag Bus*. 2023;2:15–29.
26. Nabila N, Mistar M. Pengaruh Karakteristik Individu dan Karakteristik Pekerjaan Terhadap Kinerja Pegawai Pada Dinas Dikpora Kabupaten Bima. *Ekon Keuangan, Investasi dan Syariah* [Internet]. 2020;2(1):97–105. Available from: <http://ejurnal.seminar-id.com/index.php/ekuitas/article/view/284>
27. KAYA M, DEMIRER H. Job Characteristics' Causal Effects on Individual Job Performance Perceptions and Mediating Role of Job Satisfaction. *Eurasian J Bus Econ*. 2021;14(28):57–86.
28. Dameria S. Statistika Dasar. In 2014. p. 1–9. Available from: <http://repository.uki.ac.id/5482/1/BukuAjarStatistikaDasar.pdf>
29. Ghozali. I. Multivariate Analysis Application with IBM SPSS 21 Update PLS Regression Program. Diponegoro Univ Publ Agency [Internet]. 2013;
30. Magdalena B, Rulyati O. Pengaruh Promosi Jabatan Terhadap Kepuasan Kerja Melalui Prestasi Kerja Sebagai Variabel Intervening Pada Karyawan Tvri Lampung. *J Bisnis Darmajaya*. 2019;5(2):80–9.
31. Fadli A. PENGARUH PROMOSI JABATAN DAN LINGKUNGAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN PADA PT MODERN PLASINDO MUTIARA. 2020;13(1):131–41.
32. Citrayani F, Hidayati T, Zainurossalamia S. Pengaruh Karakteristik Pekerjaan dan Efikasi Diri Terhadap Keterikatan Kerja dan Implikasinya Terhadap Kepuasan Kerja. *Syntax Lit ; J Ilm Indones*. 2022;7(1):225.
33. Rofiq Noorman Haryadi, Denok Sunarsi, Heri Erlangga, Nurjaya, Ana Wijandari, Widyani AAD, et al. Pengaruh Promosi Jabatan Terhadap Kinerja Karyawan pada PT. Beringin Life di Jakarta. *MAMEN J Manaj*. 2020;1(1):80–8.
34. Hajati DI, A DW, Wahyun N. Pengaruh Karakteristik Individu , Karakteristik Pekerjaan dan Karakteristik Organisasi terhadap Kinerja Pegawai ( Studi pada Politeknik Kotabaru ). *J Bisnis Dan Pembang*. 2018;7(1):1–10.
35. Siengthai S, Pila-Ngarm P. The interaction effect of job redesign and job satisfaction on employee performance. *Evidence-based HRM*. 2016;4(2):162–80.
36. Hendri MI. The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *Int J Product Perform Manag*. 2019;68(7):1208–34.
37. Ali SAM, Said NA, Yunus NM, Kader SFA, Latif DSA, Munap R. Hackman and Oldham's Job Characteristics Model to Job Satisfaction. *Procedia - Soc Behavior*.



**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

