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The Roles of Job Mutations and Promotions on Job Satisfaction, Self-Efficacy, and Performance

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ABSTRACT

This study investigates the effect of job mutations and promotions on job satisfaction, self-efficacy, and employee performance at PT Bank Rakyat Indonesia Tbk, Yogyakarta Regional Office. Using a quantitative approach, data was analyzed with Partial Least Squares (PLS) methodology via SmartPLS 4.0. A census sampling method was employed, with data collected from all 150 employees, each of whom had experienced either a transfer or a promotion. The results reveal that job transfers significantly increase job satisfaction and self-efficacy, while promotions increase job satisfaction but do not significantly affect self-efficacy. Job satisfaction positively affects both self-efficacy and employee performance, although self-efficacy does not significantly affect performance. This research highlights the importance of well-implemented transfer and promotion strategies in fostering job satisfaction and self-efficacy, which, in turn, contribute to improved performance. This research is essential due to its focus on the Indonesian banking sector and the exploration of self-efficacy in the financial industry, addressing gaps or offering new insights in the literature. From a managerial perspective, the findings suggest that mutation and promotion policies should be tailored to individual employee readiness to optimize job satisfaction and performance.

KEYWORDS

Job mutation
Job promotion
Job satisfaction
Self-efficacy
Job performance

INTRODUCTION

Job mutations and promotions are essential mechanisms for enhancing employee careers and organizational performance. Lateral job moves, a common form of job mutation, play a pivotal role in developing diverse skill sets and facilitating knowledge transfer across organizational units. Promotions, often a subsequent step, provide employees with opportunities for career progression and increased responsibilities. The dynamic interplay between these mechanisms fosters individual growth while simultaneously driving organizational development. Organizations can create a supportive environment for career mobility through strategic practices such as workforce planning and thoughtful job design (Makarius *et al.*, 2023). Predictive models incorporating data sources like

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career trajectories and collaboration networks have been shown to effectively identify and support career mobility. These tools enable organizations to align individual career development with institutional talent needs, benefiting both employee success and organizational recruitment strategies (Zhao *et al.*, 2023).

Promotions in organizations typically represent vertical advancements within the hierarchy, granting employees increased responsibilities, authority, and opportunities for professional growth. These dynamics are shaped by various factors and can significantly affect job satisfaction, self-efficacy, and overall performance. While promotions often come with greater responsibility, they also provide opportunities for career advancement, which can increase job satisfaction. Further, perceptions of promotion opportunities strongly correlate with job performance. Employees who perceive clear paths to advancement tend to exhibit higher motivation and productivity (Xie & Yang, 2021).

Job satisfaction and self-efficacy are interdependent constructs that significantly influence individuals' performance and well-being in the workplace. Self-efficacy, the belief in one's ability to achieve desired goals, can increase job satisfaction by fostering a sense of competence and accomplishment. Conversely, job satisfaction promotes self-efficacy by creating a supportive work environment that bolsters confidence in one's abilities. Research suggests that job satisfaction can predict self-efficacy, which challenges the traditional view that self-efficacy leads to job satisfaction. For instance, an analysis of OECD TALIS 2018 data demonstrated that job satisfaction consistently predicts teacher self-efficacy across diverse demographics and career stages, highlighting a robust and consistent relationship (Burić & Kim, 2021).

Previous research has yielded mixed results regarding the effects of transfers and promotions on employee performance. Some studies discovered that transfers enhance performance by fostering skill development and task renewal, while others highlighted the adverse effects of uncertainty associated with transfers, which can impede performance (Kim & Park, 2021; Chen & Fang, 2020). Similarly, promotions are often recognized as a powerful motivator, yet they may also introduce pressures that negatively influence performance (Smith & Williams, 2022). Although a positive relationship between job satisfaction and employee performance is well-documented, the role of self-efficacy as a mediating factor in the relationship between transfers, promotions, and performance remains inconclusive (Nguyen & Tran, 2024; Zhao & Liu, 2023). Some studies indicated that self-efficacy amplifies the positive impacts of mutations and promotions on performance, while other studies found no significant mediating effect. In light of these inconsistencies, this study aims to provide a deeper understanding of how job transfers and promotions interact with self-efficacy and job satisfaction to shape employee performance.

In the dynamic business environment of the banking sector, employee performance plays a pivotal role in achieving organizational success. As one of the largest banking institutions in Indonesia, PT Bank Rakyat Indonesia (Persero) Tbk, Yogyakarta Regional Office faces the ongoing challenge of enhancing employee performance to meet its strategic objectives. Table 1 presents the employee performance appraisal results for the BRI Yogyakarta Regional Office over the period 2021–2023.

Table 1 highlights a downward trend in employee performance at PT Bank Rakyat Indonesia (Persero) Tbk, Regional Office Yogyakarta from 2021 to 2023. In the 'Excellent' category, only one employee (0.7%) achieved this rating in 2023, marking a significant decline from four employees (2.7%) in 2022. Similarly, the 'Very Good' category showed a notable decrease, with 22 employees (14.7%) in 2023 compared to 39 employees (26%) in 2022. The 'Good' category also experienced a decline, with 72 employees (48%) in 2022, down from 90 employees (60%) in 2021. Interestingly, the 'Good Enough' category exhibited relative stability, with 33 employees (22%) in 2023 and 35

employees (23.3%) in both 2021 and 2022. However, the 'Not Good' category re-emerged in 2023, with one employee (0.7%), whereas no employees fell into this category in 2021 or 2022. These findings indicate a consistent decline in overall employee performance from 2021 to 2023.

Table 1. Employee performance assessment of BRI Yogyakarta Regional Office

Category	Year 2021		Year 2022		Year 2023	
Excellent	0	0 %	4	2.7 %	1	0.7 %
Very good	25	16.7 %	39	26 %	22	14.7 %
Good	90	60 %	72	48 %	93	62 %
Good enough	35	23.3 %	35	23.3	33	22 %
Not good	0	0 %	0	0 %	1	0.7 %
Total	150	100 %	150	100 %	150	100 %

Declining employee performance poses a significant challenge for companies, as it can directly affect business continuity and long-term success. Research indicates that low productivity is a critical risk factor for business failure (Damnjanovic et al., 2023). Performance reductions can stem from various factors, including health-related issues, workplace dynamics, and employee turnover. A thorough understanding of these factors through in-depth research is essential for formulating effective mitigation strategies. In the context of the Indonesian banking industry, declining employee performance may be influenced by heightened competition, regulatory shifts, or economic fluctuations that disrupt employee stability and motivation. These challenges have prompted BRI management to adopt a mutation and promotion policy as a strategic measure to enhance employee performance.

In an effort to understand how job transfers and promotions affect job satisfaction and employee performance, this study applies the Social Cognitive Theory. This theory postulates that self-efficacy—defined as an individual's belief in their ability to succeed—plays a critical role in shaping behavior and performance (Bandura, 2021). In the highly regulated and demanding banking sector, self-efficacy becomes particularly significant, as employees must adapt to evolving regulations and high-pressure environments. By leveraging Social Cognitive Theory, this study investigates how employees' self-efficacy can moderate the effects of job transfers and promotions on their performance, offering valuable insights into optimizing employee outcomes in challenging professional contexts.

This study aims to examine the effects of job mutations and promotions on job satisfaction and self-efficacy, as well as their influence on employee performance at PT Bank Rakyat Indonesia (Persero) Tbk, Yogyakarta Regional Office. By providing a comprehensive analysis, this research seeks to contribute significantly to the human resource management literature, particularly within the Indonesian banking sector. Additionally, it offers practical insights for managers to design more effective mutation and promotion policies, ultimately enhancing job satisfaction, self-efficacy, and overall employee performance.

LITERATURE REVIEW

Job mutation

Job mutation in an organizational context refers to the practice of transferring employees between different roles or departments within a company to improve their skills, knowledge, and overall job satisfaction. Mizuguchi et al. (2017) emphasized that job mutation fosters a dynamic and adaptable work environment. They argued that job rotation enables employees to gain new skills, perspectives, and experiences, benefiting both individual growth and organizational effectiveness. Furthermore, job mutation can mitigate burnout and enhance job satisfaction by offering opportunities for professional development. Al-Romeedy (2019), in a study involving 788 employees from travel and aviation agencies in Egypt, utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) to explore the impact of job mutation on employee performance. The findings revealed that organizational behaviors, including motivation, commitment, job satisfaction, work engagement, and burnout, mediate the relationship between job rotation and performance. Similarly, Mohan and Gomathi (2015) emphasized that job rotation reduces monotony, prepares employees for managerial roles, identifies optimal job placements, and enhances expertise in specific areas. This practice not only motivates employees but also supports their professional growth and organizational commitment.

Job mutation is a strategic human resource practice aimed at enhancing employee skills, aligning workforce capabilities with organizational requirements, and mitigating job burnout. This practice can take two primary forms: horizontal mutation, which involves lateral transitions between roles at the same hierarchical level, and vertical mutation, which entails shifts in roles that come with changes in responsibility or authority. Indicators of effective job mutation include employee experience, domain-specific knowledge, organizational needs, and skill sets (Korpela *et al.*, 2023; Didier, 2024; Jamal *et al.,* 2024).

a. Experience

Job rotation programs allow employees to gain diverse experiences by working in different roles within the organization. This exposure fosters versatility, enhancing the workforce's ability to adapt to various tasks and challenges (Korpela *et al.*, 2023). Experience gained through job mutation can enhance an employee's understanding of the organization, leading to improved decision-making and problem-solving skills (Jamal *et al.*, 2024).

b. Knowledge

Knowledge acquisition is a key outcome of job mutation, as employees learn new skills and gain insights into different facets of the business. This is particularly important in the context of technological advancements and the demands of the digital economy (Didier, 2024). Furthermore, training and development initiatives often complement job mutations, equipping employees with the knowledge required for future roles and responsibilities (Núñez *et al.*, 2024).

c. Needs

Job mutation effectively addresses both organizational and individual employee needs by aligning personal career goals with broader corporate objectives. This alignment enhances job satisfaction and motivation, contributing to overall productivity (Jamal *et al.*, 2024). Organizations can strategically implement job mutation to fill skill gaps and adapt to evolving business requirements, ensuring a more agile and responsive workforce (Korpela *et al.*, 2023).

d. Skills

Skill development is a primary goal of job mutation, enabling employees to acquire new competencies that enhance their career trajectories and contribute to organizational success (Jamal

et al., 2024). Upskilling and reskilling initiatives, often integral to job mutation strategies, are essential for maintaining competitiveness in rapidly changing markets (Núñez *et al*., 2024).

Job promotion

Job promotion is a critical aspect of career progression within organizations, signifying an employee's advancement to a higher position with increased responsibilities and often accompanied by a salary increment. As a motivational tool, promotions encourage employees to enhance their performance and align their efforts with organizational objectives (Rogier and Padgett, 2004). This aligns with the broader understanding that promotions act as catalysts for excellence. Omolo (2015) emphasized that an integrated motivational strategy across organizational levels is essential to achieving higher employee output. Similarly, Brites da Silva et al. (2021) highlighted how career advancement depends on individual and organizational factors, such as education, work experience, and access to promotion opportunities.

Job promotion refers to the advancement of an employee within an organization, typically involving increased responsibilities, authority, and compensation. It serves as a recognition of an employee's performance and contributions while aligning with organizational objectives. The process of promotion is multifaceted and influenced by various factors, including work experience, education level, work performance, career advancement, and justice (Assi & Effanga, 2021; Kim, 2020; Loss et al., 2021).

a. Work Experience

Work experience is a crucial determinant of job promotion, as it reflects an employee's accumulated knowledge, skills, and expertise over time. Organizations often prioritize candidates with extensive experience as they are perceived to have a deeper understanding of job requirements and organizational dynamics (Assi and Effanga, 2021).

b. Education Level

Higher educational qualifications are often associated with strategic thinking, leadership potential, and advanced problem-solving capabilities (Assi and Effanga, 2021). Consequently, employees with higher education levels are more likely to be considered for promotions.

c. Work Performance

Employee performance is a direct measure of their contributions to organizational success. High-performing individuals are typically prioritized for promotions due to their proven ability to achieve or surpass expectations (Kim, 2020). In managerial roles, performance is often assessed based on project success and the ability to influence organizational outcomes (Loss et al., 2021).

d. Career Advancement

Career advancement opportunities serve as a powerful motivator, encouraging employees to dedicate effort and commitment to their roles (Loss et al., 2021). Employees who actively pursue professional growth are often rewarded with promotions, reflecting their readiness for greater responsibilities.

e. Justice

Perceptions of justice in promotion processes are critical for maintaining employee morale and motivation. Transparent criteria and fair decision-making ensure that employees view the promotion system as equitable, fostering trust and organizational harmony (Kim, 2020).

Job satisfaction

Job satisfaction refers to the degree to which individuals feel fulfilled in their jobs, encompassing

factors such as job security, work-life balance, and recognition (Nazara *et.al*, 2022). It is a critical determinant of employee performance and overall workplace well-being. Dziuba et al. (2020) highlighted that job satisfaction significantly influences employees' ability to perform tasks, interact with colleagues, and perceive their work environment positively. Similarly, Weinberg (1993) identified key components of job satisfaction, including skill diversity, task identity, performance feedback, autonomy, and job security, which collectively shape employees' workplace experiences. Recent research by Qaralleh et al. (2023) emphasized the significance of job satisfaction by demonstrating how job resources directly enhance performance outcomes.

Job satisfaction refers to an employee's positive emotional response to various aspects of their work, including an evaluative perspective on their role and workplace environment. Key indicators of job satisfaction include the nature of the work itself, salary, promotion opportunities, supervision, coworker relationships, and working conditions (Williams *et al*., 2023; Wartenberg *et al*., 2023; Egemen, 2024; Tomaszewska *et al*., 2024). These factors are critical for understanding an employee's overall satisfaction level, which significantly influences their performance and well-being.

a. Work Itself

The nature of the work itself and the associated emotional experiences play a significant role in determining job satisfaction. Positive emotions such as happiness, as well as negative emotions like depression, strongly correlate with job satisfaction, emphasizing the importance of emotional evaluations in the workplace (Williams *et al*., 2023). In the teaching profession, job satisfaction is closely linked to positive teacher-student interactions and the provision of emotional support, which are critical for fostering both teacher and student success (Wartenberg *et al*., 2023).

b. Salary and Promotion Opportunities

Salary and promotion opportunities are traditional but pivotal indicators of job satisfaction. However, recent findings suggest that in specific industries, such as construction, workload conditions outweigh financial incentives as predictors of job performance (Egemen, 2024). This underscores the importance of balancing financial rewards with manageable workloads to enhance satisfaction.

c. Supervision and Coworkers

Support from supervisors and coworkers is a critical determinant of job satisfaction. For example, in the nursing profession, interdisciplinary team support has been highly rated, significantly contributing to overall job satisfaction (Tomaszewska *et al*., 2024). Collaborative and supportive workplace relationships foster a sense of belonging and motivation, which directly impacts satisfaction and performance.

d. Working Conditions

Working conditions, encompassing workload and control, are vital for job satisfaction. In the nursing sector, satisfaction with workload and autonomy shows a direct relationship with overall job satisfaction (Tomaszewska *et al.,* 2024). Similarly, in the construction industry, addressing traditional heavy workload practices has been identified as a key strategy for improving both job satisfaction and performance (Egemen, 2024).

Research by Nurjuha and Faisal (2022) demonstrated that motivation, work engagement, and job transfers significantly influence job satisfaction and staff performance at PT PLN Aceh. Similarly, Idrus and Idrus (2023) highlighted the importance of mutation, promotion, and remuneration systems in enhancing job satisfaction and loyalty among Makassar City Government employees. Aljunid and Saputra (2022) further emphasized that job transfers and job attachment play critical roles in improving job satisfaction and employee performance within the Health Social Security organizing agency. Collectively, these studies underscore the pivotal role of job-related factors—such

as motivation, job transfer, and promotion—in enhancing employee satisfaction and overall performance.

Magdalena et al. (2024) found that job promotion and transfer significantly increase job satisfaction and employee performance at PT Wahana Ottomitra Multiartha Tbk, with job satisfaction serving as a mediator between the two variables and employee performance. Similarly, Usman et al. (2024), observing BPJS Kesehatan Banda Aceh Branch, reported that job mutations and job attachment affect job satisfaction, which, in turn, impacts employee performance. However, while job satisfaction mediates the relationships between job mutations and employee performance as well as job attachment and performance, the direct effect of job mutations on employee performance is not significant.

Job promotion and job satisfaction are critical components of employee well-being and organizational success. Shi et al. (2024) explored the intricate relationship between these variables, highlighting how job satisfaction is influenced by promotion opportunities, support systems, and workplace environments. Their findings underscore the importance of fostering a positive work culture through targeted human resource strategies to enhance employee satisfaction and organizational outcomes. Understanding these dynamics is essential for advancing research and practice in organizational behavior and human resource management.

Steverson and Crudden (2023) analyzed the predictors of job satisfaction, focusing on the impact of job promotions and relationships with co-workers and supervisors. Their study underscored the significance of workplace social interactions, highlighting how co-worker support and supervisor relationships contribute to improving employee satisfaction. Meanwhile, a study conducted by the Faculty of Computer Science and Information Technology and Eriņš (2021) investigated the effects of job promotions on employees' happiness, health, and career-related performance over a two-year period. The findings revealed that while promotions can influence employee well-being and career sustainability, they do not necessarily lead to long-term satisfaction with their roles or career prospects.

Kaihlanen et al. (2023) conducted a longitudinal study over a two-year period to examine the effects of promotions on employees' happiness, health, and career-related performance. The findings suggested that while promotions influence employees' well-being and career continuity, they do not necessarily lead to sustained job satisfaction or long-term career prospects. Chang et al. (2024) investigated the adverse effects of career stagnation on employee satisfaction and performance, highlighting the need for strategies to mitigate these challenges and promote sustainable workplace well-being. The study revealed that career stagnation diminishes employees' perceptions of organizational justice, thereby hindering job performance. However, positive psychological capital was found to buffer these negative effects, offering actionable strategies for organizations to address career stagnation effectively. Ortan et al. (2021) explored the relationship between job satisfaction and various determinants, including job promotion and self-efficacy. The results demonstrated that both factors significantly influence job satisfaction, underlining their importance in organizational management. Based on these findings, the following research hypotheses are proposed:

H_1: Job mutation has a significant effect on job satisfaction.
H_2: Job promotion has a significant effect on job satisfaction.

Self-efficacy

Self-efficacy, as defined by psychologist Albert Bandura, refers to an individual's belief in their capacity to perform specific tasks successfully. In the teaching profession, educators with high self-efficacy demonstrate greater effectiveness in achieving their objectives and overcoming challenges in the learning environment. This belief in personal capability is a critical determinant of teacher performance and effectiveness (Hussain et al., 2022). Since the 1990s, self-efficacy theory has been extensively applied in various fields, including education and employment. Research in education has established that self-efficacy enhances academic achievement and learning motivation, while studies in workplace settings reveal positive correlations between self-efficacy, job performance, and job satisfaction (Usher and Pajares, 2020).

Self-efficacy refers to an individual's belief in their ability to successfully complete specific tasks or overcome challenges. It encompasses confidence in organizing and executing the actions necessary to achieve desired outcomes (Bandura, 2021). The key indicators of self-efficacy are motivation, cognitive resources, and the ability to manage varying levels of task difficulty (Steca *et al*., 2024; Alabbasi *et al*., 2023; Ribeiro *et al*., 2023; Puozzo and Audrin, 2021).

a. Motivation

Self-efficacy serves as a critical motivational factor, enhancing individuals' overall functioning and performance. In the context of cardiovascular health, high self-efficacy is associated with improved adherence to lifestyle modifications, such as maintaining a healthy diet and engaging in regular physical activity (Steca *et al*., 2024). Within educational settings, self-efficacy significantly influences students' motivation and academic success. Notably, gifted students often demonstrate greater self-efficacy compared to their non-gifted counterparts, which positively impacts their academic performance (Alabbasi *et al*., 2023).

b. Cognitive Resources

Confidence in one's abilities, as shaped by self-efficacy, profoundly affects cognitive performance. For instance, students with higher self-efficacy achieve superior outcomes in cognitive tasks, including examinations and analytical reasoning (*The effects of self-efficacy on physical and cognitive performance: An analysis of meta-certainty*, 2022). Similarly, in the software engineering sector, self-efficacy enhances problem-solving and decision-making skills, contributing to more efficient cognitive processes (Ribeiro *et al*., 2023).

c. Level of Work Difficulty

The ability to manage challenging tasks is heavily influenced by self-efficacy across various domains. In the software industry, individuals with higher self-efficacy demonstrate a more proactive approach to tackling difficult assignments, thereby fostering improved team dynamics and productivity (Ribeiro *et al.,* 2023). Moreover, in educational interventions designed to encourage creativity, self-efficacy affects how students approach and navigate complex creative tasks. However, the direct influence on creative self-efficacy may vary based on the specific context and implementation (Puozzo & Audrin, 2021).

The effect of job mutation on self-efficacy is a critical area of research, particularly in high-demand professions where changes in roles or responsibilities frequently occur. Researchers aim to explore how such changes influence individuals' confidence in their abilities and overall work performance. For instance, Sürücü et al. (2022) explored the relationship between self-efficacy, transformational leadership, and employee performance, emphasizing the mediating role of self-efficacy in enhancing work outcomes. Their findings suggested that self-efficacy serves as a pivotal link between transformational leadership and improved employee performance. Similarly, Bernales-Turpo et al. (2022) examined health workers in Peru to analyze the mediating role of work

engagement in the relationship between self-efficacy, life satisfaction, job burnout, and employee performance. The results indicated that self-efficacy, along with life satisfaction and job burnout, significantly impacts performance through work engagement.

Job promotion has been widely identified as a significant factor influencing self-efficacy across various professional settings. Self-efficacy is a critical determinant of job satisfaction, career advancement, and overall well-being. Tan and Shao (2021) explained the significant impact of job promotion on self-efficacy in various professional and educational contexts. Their research demonstrated that promotions not only enhance an individual's confidence in their abilities but also facilitate career progression. Similarly, Wang and Xie (2023) underscored the empowering role of promotions in strengthening employees' self-efficacy, which in turn improves their performance outcomes. Their findings suggest that the relationship between job promotion and self-efficacy is integral to achieving positive organizational results. Expanding on this, Nwoko et al. (2023) found that job promotion significantly boosts employees' self-efficacy, which subsequently enhances job satisfaction and overall well-being. Their research affirmed the positive psychological and professional impacts of promotion, positioning self-efficacy as a mediator between career advancement and employee satisfaction.

Job satisfaction is a crucial determinant of various aspects of an individual's professional life, including self-efficacy. Several studies have examined the interplay between these constructs, highlighting their importance in organizational and educational settings. Bartosiewicz et al. (2022) explored the effect of job satisfaction on self-efficacy among primary and secondary school teachers in Poland. Their findings revealed a significant positive relationship, demonstrating that higher job satisfaction enhances teacher efficacy. This study underscores the importance of fostering job satisfaction to improve self-efficacy, particularly in educational contexts, and offers valuable implications for policymakers seeking to enhance teacher performance. Expanding on this relationship, Singh et al. (2023) explored the influence of job satisfaction and self-efficacy across diverse professional settings. The study highlighted that these factors significantly affect employee turnover intention, performance, adaptability, and burnout.

The study by Yu et al. (2020) explored the relationship between job embeddedness, job satisfaction, self-efficacy, turnover intention, job performance, and job commitment in hotel employees. The findings demonstrated that job satisfaction significantly influences self-efficacy and plays a pivotal mediating role in reducing turnover intention and enhancing both job performance and commitment. Expanding on this, Mossafaie et al. (2024) examined the impact of job satisfaction on the self-efficacy of nurses in hospital settings. Their results highlighted self-efficacy and interpersonal relationships as significant predictors of quality of life, emphasizing the need to address these factors to improve nurses' overall well-being. Based on the above description, the following hypotheses are prepared:

H_3: Job mutation has a significant effect on self-efficacy.
H_4: Job promotion has a significant effect on self-efficacy.
H_5: Job satisfaction has a significant effect on self-efficacy.

Job performance

Job Performance refers to the extent to which employee behaviors contribute to achieving organizational goals, encompassing both positive and negative impacts. The key indicators include work quality, work quantity, responsibility, cooperation, initiative, and adherence to organizational

procedures (Green *et al*., 2024; Baksalova *et al*., 2023; Ferrari, 2024; Afrin *et al*., 2023; Alefari *et al.,* 2020).

a. Work quality

Work quality refers to the degree to which tasks are performed in alignment with established standards, contributing meaningfully to organizational goals. High-quality work is not only essential for organizational success but also correlates with general well-being, surpassing other determinants such as education and income in its influence (Green *et al*., 2024).

b. Work quantity

Work quantity measures an individual's productivity through the comparison of normative labor costs with actual output. This quantitative assessment provides critical insights into employee efficiency and supports resource optimization in the workplace (Baksalova et al., 2023).

c. Responsibility and cooperation

Responsibility reflects an employee's intrinsic motivation and personal characteristics, influencing their willingness to take ownership of tasks. Highly motivated individuals with strong personal attributes are more likely to exhibit a strong sense of responsibility in their roles (Ferrari, 2024). Cooperation, on the other hand, thrives in environments where leadership styles encourage collaboration and teamwork. A supportive work culture plays a pivotal role in fostering synergy among employees (Afrin et al., 2023)

d. Initiative and adherence to procedures

The initiative is driven by an employee's proactive attitude and work motivation. Individuals with these traits are more inclined to take on new challenges and offer innovative solutions (Ferrari, 2024). Adherence to procedures, meanwhile, is shaped by organizational culture and the clarity of guidelines. A well-structured environment with explicit protocols ensures consistency and compliance, enabling smoother operations (Alefari et al., 2020).

Employee performance is a critical determinant of organizational success. Research shows that motivation, work engagement, and job transfer have a positive impact on job satisfaction, which in turn improves employee performance. Nurjuha & Faisal (2022) conducted a study at PT PLN Aceh, revealing that increased motivation and work engagement significantly improve employee satisfaction and performance. Meanwhile, Indrayani et al. (2024) investigated the impact of job satisfaction on the performance of millennial employees. Their research emphasized the critical role of commitment, task complexity, and professional competence in achieving optimal performance. The study concluded that job satisfaction not only enhances performance but also reinforces employees' ability to manage complex tasks and uphold professional standards, particularly within the millennial workforce.

Research by Azmy (2023) in the construction sector revealed that job satisfaction exerts the most substantial impact on employee performance, underscoring its critical role in maintaining organizational longevity and competitiveness. Korda & Rachmawati (2022) found that organizational culture affects employee performance by mediating commitment and job satisfaction. At Mercu Buana University, Rinny et al. (2020) explored the combined effects of compensation, promotion, and job satisfaction on performance. Their study demonstrated that while the three variables collectively have a significant influence, compensation alone does not independently affect performance.

Self-efficacy, defined as an individual's belief in his or her ability to succeed in a given situation or complete a task, is a critical determinant of job performance. Sürücü et al. (2022) explored the relationship between self-efficacy, transformational leadership, and employee performance, emphasizing the mediating role of self-efficacy in improving work performance. Their findings suggested that self-efficacy is a mediator between transformational leadership and employee

performance. Similarly, Bernales-Turpo et al. (2022) analyzed the relationship between self-efficacy, job burnout, life satisfaction, and performance among health workers in Peru. The results showed that self-efficacy, life satisfaction, and burnout can influence performance through work engagement, thus highlighting the importance of these factors in the workplace.

Dwi Lestari (2022) conducted research to determine the effect of work self-efficacy on intrinsic motivation, job satisfaction, and work performance in employees of private companies across Jakarta, Bogor, Depok, Tangerang, and Bekasi. The findings revealed a positive relationship between self-efficacy and intrinsic motivation, job satisfaction, as well as employee performance. Similarly, Rossiandy and Indradewa (2023) investigated the influence of teacher self-efficacy on job satisfaction, organizational commitment, motivation, and performance within formal education settings. Their study concluded that self-efficacy directly enhances teachers' job satisfaction, motivation, and performance.

This literature review explores the effect of job mutation on employee performance. Job mutation, defined as the transfer of employees between positions or departments, serves to develop skills and address operational needs. Research by Sholikhah et al. (2023) at the Faculty of Law, Universitas Brawijaya found that workability, job rotation, and job satisfaction significantly affect employee performance. Similarly, Widiastutik et al. (2022) at the Faculty of Agriculture, Universitas Brawijaya, showed that job rotation has a positive impact on performance, with job satisfaction acting as a mediator, while remuneration shows no significant effect. These findings underscore the critical role of job rotation in enhancing employee performance.

Simamora and Sihombing (2023) found that job mutations and rotations significantly affect employee performance at PT PLN Area Humbang Hasundutan, with mutations influencing 55.6% and rotations 39.2%. This highlights the importance of considering both factors to enhance performance. Similarly, Leovani and Clara (2022) demonstrated that job rotation and promotion play a critical role in career development at XYZ University, positively impacting employee skills and knowledge. Meanwhile, Peng et al. (2023) examined the construction industry and found that job transfers, promotions, and resource allocation influence safety performance and career development, providing valuable insights for improving organizational policies across various sectors.

Nurjuha & Faisal (2022) found that job transfer, motivation, and work engagement significantly affect job satisfaction and employee performance at PT PLN Aceh. Aljunid & Saputra (2022) supported this research by showing the positive impact of job transfer and work engagement on satisfaction and performance at BPJS Kesehatan Banda Aceh. Magdalena et al. (2024) further highlighted that mutations and promotions increase job satisfaction and performance at PT Wahana Ottomitra Multiartha Tbk, with job satisfaction serving as a mediator. Faradillah et al. (2023) underscored the role of transformational leadership and job mutations in improving performance at BPJS Ketenagakerjaan. Collectively, these studies highlight the significance of job transfers, work experience, and leadership in enhancing employee performance across various sectors.

The relationship between promotion and performance has been a central focus of academic research. Murphy et al. (2021) highlighted the gender gap in academic medicine, where promotions and tenure are often poorly and inconsistently managed, leading to unequal evaluations of candidates. This demonstrates the importance of fair and transparent promotions in improving employee performance. Setyawati et al. (2022) found that career development, motivation, and promotion have a significant impact on employee performance, emphasizing the need for opportunities for career growth and motivation to drive performance. Liu et al. (2024) further demonstrated that fair promotions, career development opportunities, effective appraisal systems, and psychological factors are crucial in improving employee performance. Overall, the relationship

between promotions and job performance has emerged as a vital area in organizational behavior research, with far-reaching implications for management practices in the workplace.

Research by Haryono et al. (2020) in the National Education Office of South Lampung Regency demonstrated that job training and promotion have a significant positive impact on work motivation and employee achievement. Although work motivation does not significantly mediate the relationship between training and promotion with work performance, both directly increase motivation and performance. Magdalena et al. (2024) also found that job promotion has a positive and significant impact on employee satisfaction and performance at PT Wahana Ottomitra Multiartha Tbk, with job satisfaction serving as a mediator between promotion and performance. In addition, Putra and Muslim (2024) revealed that promotions and mutations significantly affect the performance of administrative employees in the Tomohon City Government. Rinny et al. (2020) confirmed that job promotion and job satisfaction have a positive effect on the performance of teaching staff at Mercu Buana University. In conclusion, promotions are consistently identified as a key factor that improves employee performance, both directly and through increased job satisfaction. Based on this description, the following research hypotheses are proposed:

H_6: Job satisfaction has a significant effect on job performance.
H_7: Self-efficacy has a significant effect on job performance.
H_8: Job mutation has a significant effect on job performance.
H_9: Job promotion has a significant effect on job performance.

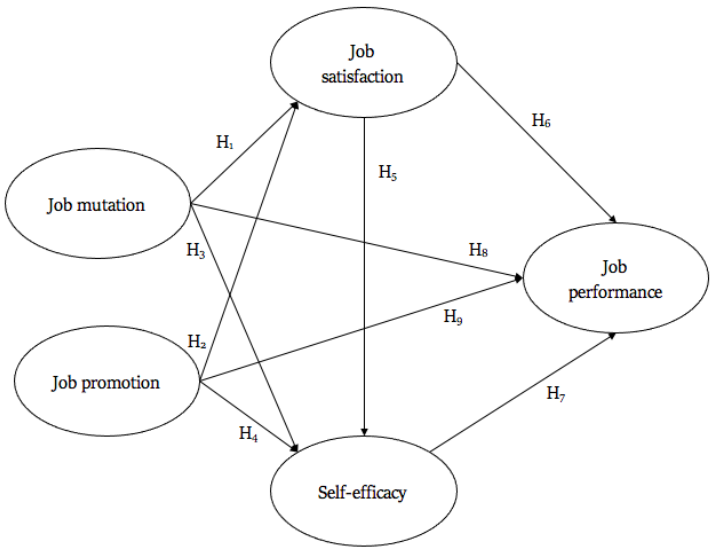


Figure 1. Conceptual model

RESEARCH METHODOLOGY

Research design

This research adopted a quantitative paradigm. The type of research employed is explanatory research, aimed at testing the influence of exogenous variables on endogenic variables. Specifically,

job mutation and job promotion serve as independent variables, while job satisfaction and self-efficacy act as intervening variables. Employee performance is the dependent variable.

Population, sample, and sampling technique

The population of this study consisted of all employees of BRI Yogyakarta, totaling 150 individuals. Since all members of the population have experienced job mutation and job promotion policies, the entire population was utilized as the sample. Therefore, the sampling technique used was census sampling.

Data collection methods

Primary data was obtained from respondents. Data was gathered through a questionnaire distributed offline at the research location. Data measurement was conducted using a 5-point Likert scale, ranging from (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree. The questionnaire was designed based on the latest journal references, as presented in Table 2 and Table 3.

Table 2. Sources of instrument measure

No.	Construct	Number of items	Source
1	Job mutation	4	(Korpela *et al*., 2023; Didier, 2024; Jamal *et al*., 2024)
2	Job promotion	5	(Assi & Effanga, 2021; Kim, 2020; Loss et al., 2021)
3	Job satisfaction	6	(Williams *et al*., 2023; Wartenberg *et al*., 2023; Egemen, 2024; Tomaszewska *et al*., 2024).
4	Self-efficacy	3	(Steca *et al*., 2024; Alabbasi *et al*., 2023; Ribeiro *et al*., 2023; Puozzo & Audrin, 2021).
5	Job performance	6	(Green *et al*., 2024; Baksalova *et al*., 2023; Ferrari, 2024; Afrin *et al*., 2023; Alefari *et al.,* 2020).

Table 3. Measurement items

Variable	Measurement items	Source
Job mutation	I believe that my work experience is sufficient to handle the challenges of my new position after the transfer.	Korpela *et al*. (2023)
	I feel that the knowledge I gained from my previous position is relevant to my new tasks.	Didier (2024)
	This transfer has helped me achieve my personal and career goals.	Jamal *et al. (*2024)
	I believe that I have the necessary skills to perform the duties of my new position.	Jamal *et al. (*2024)
Job promotion	My work experience supports my eligibility for a promotion to a higher position.	Assi & Effanga, (2021)
	My level of education supports my eligibility for a promotion to a higher position.	Assi & Effanga, (2021)
	My work achievements support my eligibility for a promotion to a higher position.	Kim (2020)
	My *career* will improve if I am promoted to a higher position.	Loss *et al*. (2021)

	This company ensures promotions are fairly implemented for all employees.	Kim (2020)
Job satisfaction	I am satisfied with my current job assignment.	Williams *et al.* (2023)
	I am satisfied with the salary I receive.	Egemen (2024)
	I am satisfied with the promotion opportunities given to me.	Egemen (2024)
	I am satisfied with the supervision carried out by my superiors.	Tomaszewska *et al.*, (2024)
	I am satisfied with my colleagues at my workplace.	Tomaszewska *et al.*, (2024)
	I am satisfied with the conditions of my work environment.	Egemen (2024)
Self-efficacy	I feel motivated to complete my tasks on time.	Steca *et al.* (2024)
	I am confident in my ability to solve complex problems.	Ribeiro et al. (2023)
	I do not easily give up when faced with challenging tasks.	Puozzo & Audrin (2021)
Job performance	I consistently ensure the quality of my work.	Green *et al.*, (2024)
	I am able to meet my tasks within the set targets.	Baksalova et al., (2023)
	I can be trusted to complete tasks without constant supervision.	Ferrari, (2024)
	I collaborate effectively with my coworkers to achieve common goals.	Afrin *et al. (*2023)
	I regularly offer ideas or suggestions for improving work processes.	Ferrari, (2024)
	I adhere to the rules and policies that apply in the workplace.	Alefari *et al.* (2020)

Data analysis

This research employed Partial Least Square (PLS) for data analysis due to its capability to handle complex structural models with multiple latent variables and a relatively small sample size, aligning with the intricacy of this research model. Besides, it facilitates the examination of relationships between research variables, offering a comprehensive understanding of the dynamics under investigation. The PLS analysis technique was conducted in three stages: (1) the outer model (*measurement model*) test, which involved assessing the construct validity and reliability of each indicator; (2) the inner model (*structural model*) test to ensure that the structural model developed is accurate and well-fitted; and (3) the hypothesis test.

RESULTS

Table 4 reveals that the majority of respondents were male (70%), indicating that the company's commitment to gender equality and diversity in employee composition requires improvement. The organization should consider implementing policies that promote gender equality and diversity in the future to create a more inclusive workforce. Most respondents fell within the 28–43 age range (85%), categorized as a productive age group. This demographic presents opportunities for career development and the accumulation of valuable work experience. Furthermore, the majority of respondents were

married (90%), reflecting a level of maturity and readiness to balance work responsibilities with personal life effectively. A significant proportion of respondents (88%) held a bachelor's degree, aligning well with the educational requirements of the company. Additionally, most respondents had at least five years of work experience, suggesting a high level of preparedness and capability to adapt to organizational policies, including those related to promotions and job transfers. This combination of experience and readiness is crucial in shaping self-efficacy, job satisfaction, and employee performance.

Table 4. Respondent profile

Characteristic	Frequency	Percentage
Gender		
Male	105	70 %
Female	45	30 %
Marital		
Not married	15	10 %
Female	45	30 %
Tenure of employee		
>5 yrs	129	86 %
3-5 th	15	10 %
1-3 th	6	4%
Education		
Diploma	7	5 %
Bachelor	132	88 %
Master	11	7 %
Age (year)		
18 - 27	10	7 %
28 - 43	128	85 %
44 -55	12	8 %
Total	150	100 %

Test results for validity and reliability of instruments

The validity and reliability test results for the research instruments are summarized in Table 5.

Table 5. Instrument test results

Variable	Indicator	Correlation coefficient	Cronbach alpha
Job mutation			0.879
	X1.1	0.867	
	X1.2	0.762	
	X1.3	0.809	
	X1.4	0.883	
Job promotion			0.929
	X2.1	0.891	
	X2.2	0.791	
	X2.3	0.836	
	X2.4	0.814	
	X2.5	0.838	

Variable	Indicator	Correlation coefficient	Cronbach alpha
Job satisfaction			0.928
	Z1.1	0.845	
	Z1.2	0.852	
	Z1.3	0.906	
	Z1.4	0.802	
	Z1.5	0.788	
	Z1.6	0.870	
Self-efficacy			0.944
	Z2.1	0.792	
	Z2.2	0.774	
	Z2.3	0.803	
Job performance			0.879
	Y.1	0.779	
	Y.2	0.838	
	Y.3	0.820	
	Y.4	0.819	
	Y.5	0.869	
	Y.6	0.864	

The results of calculations using SPSS, as presented in Table 5, indicate that the correlation coefficient for each question item exceeds 0.70, demonstrating that all items are valid as data collection tools. Additionally, the reliability test results show that the research instrument is reliable, with Cronbach's α values for each variable exceeding the acceptable threshold of 0.60.

Results of hypothesis testing

The research hypotheses were evaluated by testing the significance of the interconstruct relationships through the t-statistical values. The path coefficients were derived using the PLS Bootstrapping model. The results of the hypothesis testing are summarized in Table 6.

Table. 6 Hypotheses test results

Ha	Path	Original Sample (O)	*T Statistics* (O/STDEV)	*P Values*	Result
H_1	Job Mutation → Job Satisfaction	0.325	2.657	0.008	supported
H_2	Job Promotion → Job Satisfaction	0.357	3.253	0.001	supported
H_3	Job Mutation → Self-Efficacy	0.342	3.599	0.000	supported
H_4	Job Promotion → Self-Efficacy	0.153	1.756	0.080	not supported
H_5	Job Satisfaction → Self-Efficacy	0.382	2.605	0.009	supported
H_6	Job Satisfaction → Job Performance	0.493	3.841	0.000	supported
H_7	Self-Efficacy → Job Performance	0.081	0.618	0.537	not supported
H_8	Job Mutation → Job Performance	0.291	3.305	0.001	supported
H_9	Job promotion → Job Performance	0.245	3.301	0.001	supported

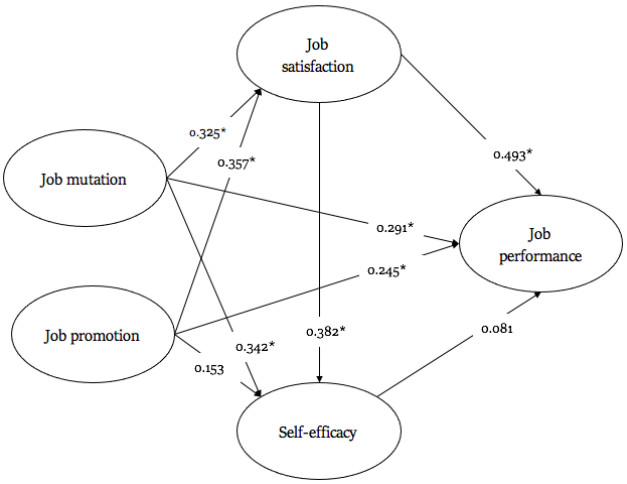


Figure 2. Full structural equation model

The results of the analysis indicate that job mutation has a significant positive effect on job satisfaction (t-statistic = 2.657, p-value = 0.008). Job mutations can enrich employees' experience, provide a fresh perspective, and prevent job burnout. Mizuguchi et al. (2017) suggested that job mutations foster a dynamic work environment, enhance skill development, and mitigate the risk of employee burnout. Similarly, Al-Romeedy (2019) found that job mutations in the Egyptian tourism sector increase job satisfaction through ongoing professional development. Moreover, Mohan and Gomathi (2015) highlighted the role of job mutations in increasing employee commitment by providing diverse experiences and preparing them for managerial challenges.

Job promotion has a significant positive effect on job satisfaction (t-statistic = 3.253, p-value = 0.001). Promotions act as a reward mechanism, fostering motivation and encouraging employees to achieve higher performance levels. Rogier & Padgett (2004) demonstrated that promotions increase job satisfaction by recognizing employees' achievements and contributions. Similarly, Omolo (2015) emphasized that promotions serve as a powerful motivational tool, encouraging employees to improve their performance and contribution to organizational goals. Furthermore, Brites da Silva et al. (2021) found that promotion and career development significantly affect job satisfaction, especially within the hospitality industry.

Job mutation has a significant positive effect on self-efficacy (t-statistic = 3.599, p-value = 0.000). The experiences gained from job mutations enable employees to build confidence in addressing new challenges. Kim & Park (2021) emphasized that job mutations enhance self-efficacy by providing opportunities to acquire new skills and tackle diverse tasks. Similarly, Sürücü et al. (2022) highlighted the critical role of self-efficacy in mediating the relationship between job mutations and employee performance. Mohan and Gomathi (2015) further noted that job mutations bolster self-efficacy by preparing employees for managerial responsibilities and fostering a learning and development mindset.

Job promotion has no significant effect on self-efficacy (t-statistic = 1.756, p-value = 0.080). This finding reflects challenges observed at PT BRI, where employee performance declined from 2021 to 2023. Specifically, the number of employees categorized as "Excellent" decreased, while those in the "Good" and "Not Good" categories increased. These trends suggest that although a promotion policy exists, it does not consistently enhance performance or boost employee confidence in their abilities

(self-efficacy). Several factors may contribute to this issue. First, employee readiness level: promotions may be awarded to employees who are not adequately prepared for greater responsibilities. Employees promoted without possessing the requisite skills or knowledge for their new roles may experience diminished self-efficacy, as they feel less confident in meeting heightened expectations. Second, lack of support and training: promotions are not always accompanied by appropriate training programs or sufficient support from superiors and colleagues. Inadequate preparation for new tasks can overwhelm employees, leading to reduced confidence in their abilities. Third, workload and job stress: increased responsibilities and workloads often accompany promotions. If these additional demands are not effectively managed, they can elevate stress levels rather than enhance self-efficacy. Employees burdened by excessive responsibilities without adequate support may struggle to adapt, resulting in diminished confidence. Thus, promotions do not always lead to improved self-efficacy, especially when employees feel unprepared for their new roles. Wang and Xie (2023) emphasized that promotions enhance self-efficacy only when employees feel ready to take on greater responsibilities. Similarly, Nwoko et al. (2023) found that promotions without sufficient support can increase pressure, potentially undermining self-efficacy.

Job satisfaction has a significant positive effect on self-efficacy (t-statistic = 2.605, p-value = 0.009). Employees who are satisfied with their jobs tend to have higher beliefs in their abilities to meet professional challenges and expectations. Bartosiewicz et al. (2022) highlighted the crucial role of job satisfaction in enhancing self-efficacy, particularly among teachers navigating the challenges of the COVID-19 pandemic. Singh et al. (2023) emphasized that job satisfaction not only boosts self-efficacy but also influences critical organizational outcomes, such as reducing employee turnover intentions and improving performance. Meanwhile, Yu et al. (2020) showed that job satisfaction acts as a mediator in the relationship between self-efficacy and performance in the hospitality industry.

Job satisfaction has a significant positive effect on employee performance (t-statistic = 3.841, p-value = 0.000). Employees who are satisfied with their jobs tend to exhibit higher productivity and demonstrate better overall performance. Nguyen & Tran (2024) found a strong positive correlation between job satisfaction and performance, particularly when employees feel deeply committed to the organization. Azmy (2023) highlighted that job satisfaction plays a critical role in enhancing performance, surpassing other factors such as organizational commitment and emotional intelligence. Finally, Dwi Lestari (2022) stated that job satisfaction significantly affects performance, especially among millennial employees who value autonomy and personal development.

Self-efficacy has no significant effect on employee performance (t-statistic = 0.618, p-value = 0.537). Although self-efficacy reflects an employee's confidence in completing tasks, the findings indicate that it does not directly contribute to improving performance at PT BRI. Several factors may contribute to this issue. First, unsupportive working conditions: employees may face challenging working conditions, such as unrealistic targets, limited resources, or high-pressure management. These factors may hinder performance, even for those with high self-efficacy. Second, mismatch between beliefs and reality: high self-efficacy may not translate into improved performance if beliefs are not supported by the necessary skills or resources. For instance, an employee may feel confident in their abilities, but if they lack the appropriate tools or support, their performance remains unaffected. Third, low motivation and commitment: even with high self-efficacy, employees may struggle to perform if they lack intrinsic motivation or are disengaged from their work. A lack of appreciation or a weak connection to organizational goals can reduce the effectiveness of self-efficacy in driving performance. Fourth, external pressure and negative work environment: a stressful work environment, characterized by insufficient managerial support or team conflicts, can undermine the impact of self-efficacy. Employees may feel overwhelmed and unable to apply their confidence effectively. Fifth, inconsistent evaluation and rewards: if the performance evaluation and reward

system is inconsistent or unfair, employees may perceive that their efforts are not being adequately recognized. This can lead to reduced motivation and lower performance, despite a strong belief in their abilities. Based on these factors, it suggests that self-efficacy may require additional support from other factors to significantly influence performance. Sürücü et al. (2022) found that self-efficacy acts as a mediator in the relationship between transformational leadership and employee performance. Bernales-Turpo et al. (2022) highlighted the importance of work engagement in mediating the relationship between self-efficacy and employee performance, especially in the health sector. Finally, Rossiandy and Indradewa (2023) showed that self-efficacy has a significant effect on performance in the education sector, especially when supported by motivation and organizational commitment.

Job rotation has a significant positive effect on employee performance (t-statistic = 3.305, p-value = 0.001). Job rotation provides new skills and perspectives that can improve employee performance. Sholikhah et al. (2023) showed that job rotation improves employee performance by expanding their skills and experience. Widiastutik et al. (2022) found that job rotation has a positive impact on performance, especially when job satisfaction mediates the relationship. Moreover, Simamora and Sihombing (2023) emphasized the importance of job rotation in improving employee performance, especially in dynamic environments such as the energy sector.

Job promotion shows a significant positive effect on employee performance (t-statistic = 3.301, p-value = 0.001). Promotion provides motivation and career development opportunities that encourage employees to perform better. Setyawati et al. (2022) found that promotions improve employee performance by providing career development opportunities and additional motivation. Liu et al. (2024) demonstrated that promotions, when conducted fairly and with career development support, can significantly improve employee performance. Rinny et al. (2020) also highlighted that job promotions have a substantial impact on performance, especially when combined with high job satisfaction.

Bandura's Social Cognitive Theory (SCT) provides a useful framework for interpreting the results of this study's hypothesis tests. SCT emphasizes the critical role of cognitive processes in influencing individual behavior, particularly through the concept of self-efficacy—an individual's belief in their capacity to achieve specific goals.

1. Hypotheses testing self-efficacy

H3, which posits an effect of job transfer on self-efficacy, and H5, which suggests an effect of job satisfaction on self-efficacy, are closely aligned with the principles of Social Cognitive Theory. SCT links self-efficacy to how individuals evaluate their ability to handle new challenges (e.g., job transfers) and how external factors (e.g., job satisfaction) influence their self-perceptions. Bandura emphasized that self-efficacy is shaped by prior experiences, social environment, and emotional factors, all of which can be explained through job transfer and job satisfaction.

2. Hypothesis testing job performance

H7, which examines the effect of self-efficacy on job performance, is also interpretable through the lens of Social Cognitive Theory. According to SCT, high self-efficacy motivates individuals to set ambitious goals and exert greater effort, leading to improved performance. However, the findings of this study reveal that self-efficacy does not significantly influence performance. This result may suggest that, as per SCT, self-efficacy alone is insufficient without a supportive work environment.

CONCLUSION

This study investigates the effect of job mutations and promotions on job satisfaction, self-efficacy, and employee performance at PT Bank Rakyat Indonesia (Persero) Tbk, Yogyakarta Regional Office. The results reveal that job mutations and promotions significantly increase job satisfaction, which positively influences both self-efficacy and employee performance. Furthermore, job mutations directly contribute to increased self-efficacy and performance, while job promotions significantly impact performance but not self-efficacy. Interestingly, self-efficacy does not exert a significant direct effect on performance, suggesting that contextual factors such as workplace conditions and managerial support may moderate this relationship. These findings underscore the critical role of structured job rotations and carefully planned promotions in fostering employee satisfaction and performance. To maximize their impact, organizations should provide adequate training, resources, and support to employees, creating an environment where they feel prepared, valued, and motivated to excel. This study emphasizes the importance of tailored human resource strategies to cultivate a supportive and performance-driven workplace.

MANAGERIAL IMPLICATIONS

The findings of this study highlight that job mutation has a significant positive effect on job satisfaction and employee performance. To capitalize on these benefits, BRI management should adopt a proactive approach to designing structured and well-planned job mutation programs. Such programs should focus on developing employee skills and broadening their experiences through strategic alignment with organizational needs. This can be achieved by systematically mapping employee development requirements and matching them with appropriate rotation opportunities. Additionally, job mutations must be supported by adequate training and development initiatives to equip employees with the necessary skills and confidence to succeed in their new roles. By fostering readiness and capability, these efforts are likely to boost employee satisfaction and, consequently, enhance overall performance.

Another notable finding is that promotion has a significant positive effect on job satisfaction but has no measurable impact on self-efficacy. This finding implies that PT BRI's management should prioritize ensuring that promotions are awarded to employees who are fully prepared, both in terms of technical competencies and psychological readiness, to assume greater responsibilities. Implementing a more rigorous, performance-based selection process can help identify candidates who are not only qualified but also equipped to excel in their new roles. Post-promotion support mechanisms, such as targeted guidance, mentoring, and training, are essential to facilitate employees' adaptation to their new positions. These measures can help build the confidence and capabilities necessary for success.

The next finding is that self-efficacy does not have a measurable impact on employee performance. To address this, management should focus on cultivating a more supportive work environment where employees feel valued and empowered to maximize their potential. Key strategies include providing constructive feedback, recognizing achievements, and ensuring access to adequate resources. Moreover, training programs aimed at enhancing self-efficacy should be accompanied by opportunities for employees to apply newly acquired skills in practical, work-related contexts. This approach ensures that improvements in self-efficacy translate into tangible performance outcomes. Additionally, aligning workloads with employees' capacities and readiness is

crucial. Excessive workloads without adequate support can impede performance, even for employees with high self-efficacy.

The research findings indicate that job satisfaction has a significant effect on both self-efficacy and employee performance. Based on these results, management should consistently monitor and enhance factors contributing to job satisfaction, such as working conditions, compensation, and interpersonal relationships in the workplace. High levels of job satisfaction foster self-efficacy, which, in turn, leads to improved employee performance Furthermore, transparent and equitable policies related to promotions, compensation, and job transfers play a critical role in sustaining job satisfaction. PT BRI should ensure that these policies are implemented fairly and consistently, creating an environment where employees feel valued and motivated to perform at their best.

LIMITATIONS AND FUTURE RESEARCH

This research was conducted at PT Bank Rakyat Indonesia (Persero) Tbk, Yogyakarta Regional Office, which has special characteristics in terms of organizational culture, human resource policies, and work environment. While the study provides valuable insights into the impact of job mutations and promotions on employee performance, several limitations must be acknowledged. First, the results of this study are context-specific and may not be generalizable to other branches of PT BRI or the broader banking industry in Indonesia. This limitation underscores the need for caution in applying the findings to different organizations or industries with varying contexts. Second, the research focuses exclusively on the variables of job mutation, job promotion, job satisfaction, self-efficacy, and job performance. Other potential determinants of employee performance, such as organizational culture, work climate, intrinsic motivation, and external factors like economic conditions, are not considered. To address these limitations, future research should consider expanding the sample size to include multiple branches or diverse organizations, employing qualitative methods, incorporating other relevant variables, and utilizing objective data sources to enhance the robustness and generalizability of the findings.

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