

**ANALYSIS OF JOB DESCRIPTION AND POSITION PROMOTION ON  
EMPLOYEE PERFORMANCE THROUGH EMPLOYEE SATISFACTION IN  
THE SOCIAL SERVICES DEPARTMENT OF MALANG REGENCY**

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**ABSTRACT**

*This study aims to analyze the influence of job descriptions and job promotions on performance and to analyze the influence of job descriptions and job promotions on performance through employee satisfaction at the Malang Regency Social Service.*

*This research is quantitative, using a population of all employees of the Malang Regency Social Service. The sampling method used in this study was saturated or census sampling, with a sample size of 88 respondents. The test used in this study was the PLS test.*

*Based on the test results using PLS analysis, the following conclusions can be drawn: Job descriptions have a contribution in improving employee performance, Job promotions have a contribution in improving employee performance, Job descriptions have a contribution in improving performance through job satisfaction and Job promotions do not have a contribution in improving performance through job satisfaction of employees of the Malang Regency Social Service.*

**Keywords :***job description, job promotion, employee satisfaction and performance*

**INTRODUCTION**

Employee performance in a government organization plays a crucial role in determining the extent to which organizational goals can be achieved. This is especially true for the Malang Regency Social Services Agency, which is responsible for providing social services to the community. Optimal performance is expected to increase the effectiveness of implemented social programs and significantly impact community welfare. Employee performance in government organizations is influenced by various factors, including job descriptions, job promotions, and job satisfaction. Research by Suyanto and Hadi (2021) shows that clear job descriptions can increase employee motivation, potentially improving organizational performance. According to them, good job descriptions can provide clear direction to employees about what is expected in their work, which in turn increases productivity and individual performance.

Clear and structured job descriptions are the primary foundation for organizing employee duties and responsibilities. This not only ensures that employees know what is expected of them but also provides a sense of satisfaction because they feel the work they perform aligns with their competencies (Wibowo, 2022). At the Malang Regency Social Services Agency, well-defined job descriptions ensure that each employee understands their role in providing optimal social services. According to Rachmawati and Sari (2023), when employees clearly understand their responsibilities, they tend to perform better because they can focus on assigned tasks without confusion about what needs to be done. However, in several government agencies, including the Social Services Agency, there is still a mismatch between job descriptions and the

implementation of tasks in the field, which can negatively impact employee performance.

In addition to job descriptions, promotions are also a crucial factor in motivating employees to achieve their best performance. Promotions are often seen as a form of recognition for employee achievement. They also serve as a motivator for employees to work harder and commit to organizational goals (Kurniawan, 2021). However, not all employees feel that promotions are conducted fairly and transparently. Unclear promotion criteria and unequal opportunities for promotion can reduce employee motivation (Widodo, 2022). In the context of the Malang Regency Social Service, research by Santoso (2020) suggests that promotions based on performance and competence can increase employee motivation, potentially improving overall organizational performance.

Employee satisfaction also plays a crucial role in determining performance levels. Job satisfaction can be influenced by various factors, including working conditions, employee relationships, and organizational policies, such as job descriptions and promotions. Research by Pratama and Anwar (2021) revealed that employees who are satisfied with their jobs are more motivated to work harder and make positive contributions to the organization. Conversely, dissatisfaction can lead to decreased morale, decreased service quality, and even high employee turnover rates. Research by Mulyani (2022) found that job satisfaction, influenced by a balance between clear job descriptions and fair promotion opportunities, can significantly improve employee performance.

Based on pre-research through interviews, it was found that in carrying out their work, it was found that employees do have their respective duties and functions, but the authority to complete the work is that employees must report and discuss in completing the work, employees have not been given authority or freedom in working. Then, the opportunity for employees to participate in decision-making is not evenly distributed, only certain people or superiors can make decisions so that if there are urgent things that occur, they must be reported first so that solutions can be provided. Not only that, feedback is rarely given or leaders rarely directly assess the results of employee work unless there is a problem.

Based on the above issues, achieving organizational goals and improving employee performance requires employees who are aligned with their competencies and capable of carrying out their assigned tasks. Every organization strives to improve employee performance, even though each organization has its own unique job characteristics. Job descriptions identify multiple job dimensions that simultaneously improve organizational efficiency and job satisfaction.

A job description is a set of characteristics based on the work environment, encompassing both the physical and social environment. The physical environment encompasses the work atmosphere, assessed based on physical factors such as temperature, weather, building construction, and the temperature of the work location. The social environment encompasses the socio-cultural context of the work environment, the size of the workload, compensation received, interactions within the profession, and the quality of work life.(Januardi & Budiono, 2021).

Every job has its own characteristics or exclusive aspects that accompany the individual in carrying out their work. These aspects can either make an individual work well or negatively. Job descriptions serve as identification based on various dimensions contained in a job design that simultaneously improves organizational

efficiency and employee satisfaction, particularly in today's information technology era. Individual characteristics are the interests, behaviors, and needs a person brings to a work situation. Interests are behaviors that make a person happy to express certain ideas.(Setyawan & Bagis, 2021)Job description according to Robbins inMudofhir ( 2019) Job descriptions are an effort to identify the characteristics of tasks according to job descriptions, how those characteristics combine to create different opportunities, and their relationship to employee motivation, satisfaction, and performance. Thus, job descriptions, in addition to shaping employee job satisfaction, can also influence employee work output and commitment to the organization. Jobs with autonomy provide job holders with a sense of responsibility. If feedback is provided, employees will know how effective they are at their work.

Excessive job descriptions given to employees are one factor that agencies must consider in managing quality human resources. This ensures that employees can achieve harmony in their work and, when given tasks, are able to complete them effectively. If the job description exceeds an employee's capabilities, job satisfaction will certainly be suboptimal. The assignments given by agencies must also be carefully considered to ensure the employee's skills are met to ensure optimal and effective completion. This can also motivate them to achieve excellent performance in their work.

Job satisfaction according to Robbins and Judge inAstutik & Priantono (2020) is one of the ways carried out by an agency or institution to improve employee performance, an agency cannot achieve its goals well if employees cannot carry out and understand their work well.Sunarta (2019)argues that job satisfaction is a general attitude that is the result of several specific attitudes toward job factors. Job satisfaction is closely related to employee attitudes toward the job itself, the work situation, cooperation between management and fellow employees, and the overall outcome of the employee's degree of liking or disliking various aspects of their job. In other words, job satisfaction reflects the employee's attitude toward their job.Saputra (2021)stated that job satisfaction can be achieved through good collaboration between the agency/organization and employees. Therefore, agencies are required to build a commitment that can improve performance. With this commitment, employees will be able to follow regulations and refrain from engaging in other activities during their effective working hours, thus providing satisfaction employee/staff work at an agency.

This is also supported by a research gap, which explains the different results regarding job descriptions and job promotions on performance through employee satisfaction.Setyawan & Bagis (2021)AndAstutik & Priantono (2020)The results show that job descriptions have a positive effect on performance through employee satisfaction.Setiyaningrum (2019)The results show that job promotions have a positive effect on performance through employee satisfaction.Budy & Hartini (2017)showed that job promotions had a positive effect on performance through employee satisfaction. This is different from the researchChandra et al. (2019)which shows that job descriptions do not have a significant effect on employee performance.

### **job description**

According to(Pujiastuti, 2019)Job description is an attempt to identify the task characteristics of a job, how those characteristics are combined to form different jobs and their relationship to employee motivation, job satisfaction and performance.

According to Montori, Adolfina, & Dotulong (2019), job enrichment programs attempt to design jobs in a way that helps incumbents satisfy their needs for growth, recognition, and responsibility. Job enrichment adds sources of satisfaction to the job; this method increases responsibility, autonomy, and vertical job loading.

Meanwhile, according to (Rachmawati et al., 2018) Job characteristics are the nature of an employee's duties, encompassing authority, responsibility, and the type of tasks, as well as the level of satisfaction an individual derives from the job description. Conversely, an agency that fails to provide adequate facilities for its employees will likely experience low work enthusiasm and motivation.

Also according to (Indrianti et al., 2019) Characteristics are a belief that arises because of having self-confidence in one's abilities in carrying out a job, so that one is able to achieve success.

So, from the definitions above, we can conclude that a job description reflects an employee's belief or ability to complete a task. To complete a task, high work ethic and motivation are essential for confidence.

### **Job promotion**

Job promotion is a personal improvement carried out by a person to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with the desired path in an organization. According to Samsudin in (Hamali, 2018) Job promotion is a condition that indicates an increase in a person's status in the organization concerned. According to Hasibuan in (Supomo & Nurhayati, 2018) "Job promotion is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to the needs of the job or position through education and training". "Job promotion is an employee activity that helps employees plan their future careers in the agency so that the agency and the employee concerned can develop themselves to the maximum" according to (Syahputra & Hati, 2015). "Job promotion is a unit consisting of elements of a person's activities in his life to develop and improve himself, elements of maximum organizational activities without support from the organization or agency" according to (Miftahuljannah & Islami, 2017).

Thus it can be concluded that job promotion is an effort to improve employee capabilities in the organization and develop careers through education and training. According to Samsudin in (Hamali, 2018) The purpose of job promotion is that the organization needs to maintain its original position for a certain period of time by providing appropriate rewards. According to Schuler in (Elmi, 2018) The purpose and benefits of job promotion are to improve the performance of current employees, who are felt to be less able to work effectively and are aimed at achieving work effectiveness as expected by the organization.

Thus, it can be concluded that the aim of job promotion is to improve an employee's job skills.

### **Job satisfaction**

Job satisfaction is a form of a person's feelings towards their work, work situation and relationships with coworkers. Thus, job satisfaction is something important for an employee to have, where they can interact with their work environment so that work can be carried out well and in accordance with organizational goals. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards their work. This job

satisfaction is seen in the employee's positive attitude towards work and everything faced in their work environment (Handoko, 2018). In addition, job satisfaction can also be interpreted as an effectiveness or emotional response to various aspects of work. A pleasant or unpleasant emotional state with workers (Kreitner, 2005).

Job satisfaction is a way to self-actualize, thus achieving psychological maturity in employees. If satisfaction is not achieved, there is a possibility that employees will become frustrated (Strauss and Sayles in Handoko, 2018). Job satisfaction is an individual's behavior towards their work. Organizations whose employees find satisfaction in the workplace tend to be more effective than organizations whose employees experience less job satisfaction (Robbins, 2018).

From this definition, it can be interpreted that job satisfaction is a response that describes an individual's feelings towards their work. Job satisfaction is a combination of cognitive and affective satisfaction of individuals in an organization. Affective satisfaction is obtained from all positive emotional assessments of an employee's work. This affective satisfaction is focused on their mood while working. Positive feelings or a positive mood indicate job satisfaction, while cognitive job satisfaction is satisfaction obtained from logical and rational assessments of conditions, opportunities and/or outcomes. Based on this definition, it can be interpreted that job satisfaction is a pleasant or positive emotional feeling resulting from an individual's work assessment or work experience. There are three important dimensions in job satisfaction, namely:

### **Performance.**

Performance can influence the ongoing activities of an organization. The better the performance demonstrated by employees, the more it will contribute to the organization's development. Performance is the level of achievement of results from carrying out specific tasks. Performance management is the overall activity undertaken to improve employee performance, including the performance of each individual and work group within the organization. Individual, group, and employee performance are influenced by many internal and external factors within the organization. (Cordelia Izaak et al., 2020) Performance is a function of motivation and loyalty. To complete a task or job, a person must possess a certain degree of willingness and ability. A person's willingness and skills alone are insufficient to effectively accomplish a task without a clear understanding of what needs to be done and how to do it. (Wibisono et al., 2015)

Thus, performance and work achievements are a reflection of the results achieved by an individual or group of people. There is a close relationship between individual performance and institutional performance or employee performance (Corporate Performance). In other words, if employee performance (Individual Performance) is good, it is likely that employee performance (Corporate Performance) will also be good.

### **Research Hypothesis**

Based on the framework of thought described above, the author proposes the following research hypotheses:

1. It is suspected that job descriptions have a positive influence on the performance of employees at the Malang Regency Social Service.
2. It is suspected that job promotions have a positive influence on the performance of employees at the Malang Regency Social Service.
3. It is suspected that job descriptions have a positive influence on performance

through job satisfaction of employees of the Malang Regency Social Service.

4. It is suspected that job promotion has a positive influence on performance through job satisfaction of employees of the Malang Regency Social Service.

## RESEARCH METHODS

This type of research, according to its method, is quantitative research (causal relationships), which is a study of the cause-and-effect relationship between independent variables and dependent variables. Quantitative research is a type of research whose specifications are systematic, planned, and clearly structured from the beginning to the creation of the research design. Another definition states that quantitative research is research that requires a lot of use of numbers, starting from data collection, interpretation of the data, and presentation of the results (Sugiyono, 2016:55).

### Operational Definition of Variables

An operational definition is a research element that explains how to measure a variable, or can be considered a kind of implementation guide for measuring a variable. An operational definition contains indicators of a variable, allowing researchers to obtain relevant data for that variable. The operational definition of a variable is as follows:

a. **Job description (X1)**

A job description reflects an employee's belief or ability to complete a task. To complete a task, a high work ethic and motivation are essential for confidence. Indicators are characteristics of an object or activity. Job description indicators represent the characteristics of the job description demonstrated by an employee. According to Warapsari (2019), job description indicators are as follows:

1. Skill variety
2. Task identity
3. Task significance
4. Autonomy
5. Feedback from job

b. **Job promotion (X2)**

Career development is an effort to improve employee skills within an organization and develop their careers. According to Islamiati (2020), job promotion indicators are:

1). Educational background

It is one of the requirements for holding a position. Education is an activity to improve mastery of theory and skills to solve work-related problems in order to achieve goals. Educational background is an indicator of educational level.

2). Training

It is the process of teaching specific knowledge, skills, and attitudes to employees so they become more skilled and better able to carry out their responsibilities. Ultimately, the training can support the achievement of the agency's goals. The training frequency is an indicator.

3). Work experience

It is the level of mastery of a person's knowledge and skills which can be measured from a person's length of service.

**c. Satisfaction Work (Z)**

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his job. This job satisfaction can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. As an indicator for measuring job satisfaction variables by referring to Harold E. Burt's theory in (As'ad, 2019) which consists of:

- 1) The work itself
- 2) Opportunity or promotion
- 3) Supervisor/superior
- 4) Work colleague

**d. Employee Performance (Y)**

Employee performance is essentially the result of an employee's work over a specific period compared to various possibilities, such as standard targets or objectives and criteria. Of course, in this case, the assessment still considers various situations and conditions that affect employee performance. As an indicator of employee performance measurement in this study, we refer to the theory from (Hasibuan, 2019:67), which consists of:

- 1) Quality
- 2) Quantity
- 3) Punctuality

**Population and Sample**

Population is the total number consisting of objects or subjects that have certain characteristics and qualities determined by the researcher to be studied and then conclusions drawn (Sujarweni, 2019: 65). While the population in this study were 88 employees of the Malang Regency Social Service. The method used in drawing this sample was saturated sampling or census. The definition of saturated sampling or census is a sampling determination technique when all members of the population are used as samples. In this study, because the population was small (below 100), it was not possible to determine the sample, so the researcher took the same number of samples as the population or called a census, namely 88 employees of the Malang Regency Social Service.

**Data Analysis Methods**

Research requires data analysis and interpretation that will be used to answer research questions to uncover certain social phenomena so that data analysis is the process of simplifying data into a form that is easier to read and interpret also with more flexible assumptions. This PLS method can also be used for confirmation purposes, such as hypothesis testing and exploration purposes. However, this PLS prioritizes exploration rather than confirmation. However, the main purpose of PLS is to explain the relationship between constructs and emphasize the understanding of the relationship. This PLS method can also be used to measure the influence of each indicator with its construct. In PLS, bootstrapping tests can also be carried out on structural models that are outer models and inner models. Because in this study, indicators are used to measure each construct and also the measurement model is structural.

In this study, Partial Least Square (PLS) was used. This method can be used on any type of data scale (nominal, interval, ordinal and also ratio). Therefore, in this study, the researcher used the help of smartPLS software.

### Hypothesis Testing

Hypothesis testing is a decision-making method based on data analysis by estimating population parameters based on sample data (Sugiyono, 2015:160). In this study, an intervening variable is used, which is a variable that can indirectly influence the dependent variable. Intervening regression analysis identifies which variables can be identified as variables that have a direct effect and variables that have an indirect effect (Sugiyono & Susanto, 2015:454). In this study, SEM PLS analysis was used, which is a further part of regression analysis using the SmartPLS 3 software program. The decision-making criteria are significant  $<0.05$ .

## RESEARCH RESULTS AND DISCUSSION

### Data analysis

#### PLS Model

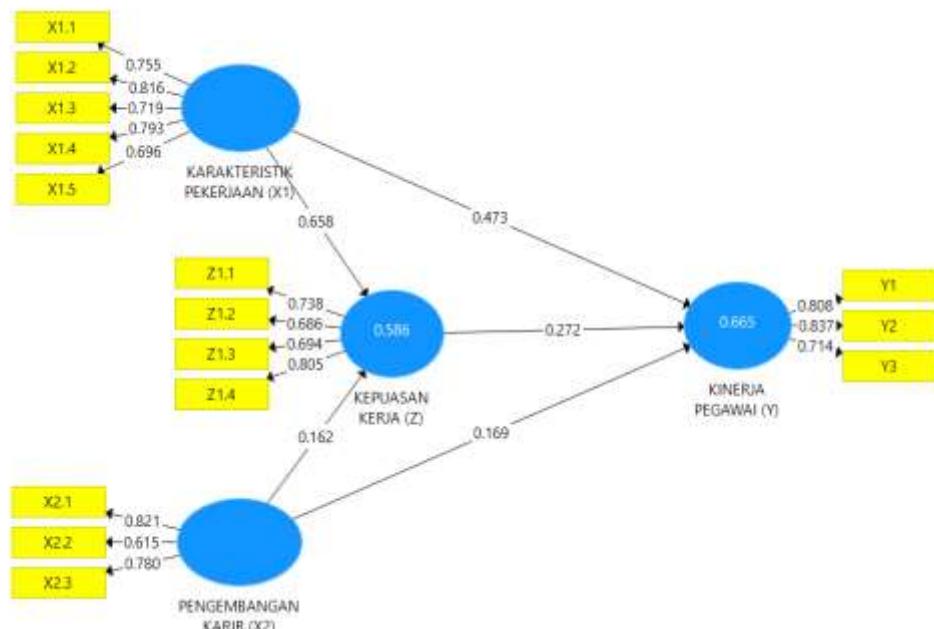


Figure 1. PLS Model

From the PLS output image above, we can see the value of the factor loading for each indicator which is located above the arrow between the variable and the indicator. We can also see the value of the path coefficients which are above the arrow line between the exogenous variables, namely employee performance variables, while the mediating variables in this study are employee satisfaction and the endogenous variables, namely job descriptions and job promotions.

#### Validity Test (Outer Model)

**Table 1 Factor Loading Values**

	CHARACTERISTI CS JOB (X1)	SATISFACTION WORK (Z)	PERFORMANCE EMPLOYEE(Y)	DEVELOPMENT CAREER (X2)
<b>X1.1</b>	<b>0.755</b>			
<b>X1.2</b>	<b>0.816</b>			
<b>X1.3</b>	<b>0.719</b>			
<b>X1.4</b>	<b>0.793</b>			
<b>X1.5</b>	<b>0.696</b>			
<b>X2.1</b>				<b>0.821</b>
<b>X2.2</b>				<b>0.615</b>
<b>X2.3</b>				<b>0.780</b>
<b>Y1</b>			<b>0.808</b>	
<b>Y2</b>			<b>0.837</b>	
<b>Y3</b>			<b>0.714</b>	
<b>Z1.1</b>		<b>0.738</b>		
<b>Z1.2</b>		<b>0.686</b>		
<b>Z1.3</b>		<b>0.694</b>		
<b>Z1.4</b>		<b>0.805</b>		

Source: Processed Data (2023)

Based on the PLS-1 Model Image and the Outer Loading Table above, it can be seen that all loading factor values for the indicators are smaller than 0.5, so all the indicators above are used as measuring variables.

The next measurement model is the Average Variance Extracted (AVE) value, which indicates the magnitude of the indicator variance contained by the latent variable. A convergent AVE value greater than 0.5 indicates good validity for the latent variable. For reflective indicator variables, the Average Variance Extracted (AVE) value for each construct (variable) can be seen. A good model is required if the AVE value for each construct is greater than 0.5.

**Table 2 Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
<b>Job description (X1)</b>	<b>0.573</b>
<b>Job promotion (X2)</b>	<b>0.536</b>
<b>Employee Performance (Y)</b>	<b>0.621</b>
<b>Job Satisfaction (Z)</b>	<b>0.554</b>

Source: Processed Data (2023)

The next measurement model is the Average Variance Extracted (AVE) value, which is the value that indicates the magnitude of the indicator variance contained by the latent variable. Convergence AVE value greater than 0.5 also indicates good validity for the latent variable. In the reflective indicator variable, it can be seen from the Average Variance Extracted (AVE) value for each construct (variable). A good model is required if the AVE value of each construct is greater than 0.5. The test results show that the AVE value for the research constructs (variables), namely Job Description, Job

Promotion, Job Satisfaction and Employee Performance has a value greater than 0.5, so it is valid.

### Reliability Test

*Composite reliability* is an index that indicates the extent to which a measuring instrument can be trusted to be reliable. If an instrument is used twice to measure the same phenomenon and the measurement results obtained are relatively consistent, then the instrument is reliable. In other words, reliability indicates the consistency of a measuring instrument in the same phenomenon.. Complete results can be seen in the following table.

**Table 3 Data Reliability**

	Cronbach's Alpha	rho_A	Composite Reliability
<b>Job description (X1)</b>	<b>0.813</b>	<b>0.819</b>	<b>0.870</b>
<b>Job promotion (X2)</b>	<b>0.710</b>	<b>0.715</b>	<b>0.822</b>
<b>Employee Performance (Y)</b>	<b>0.694</b>	<b>0.704</b>	<b>0.831</b>
<b>Job Satisfaction (Z)</b>	<b>0.613</b>	<b>0.659</b>	<b>0.786</b>

Source: Processed Data, 2023

The construct reliability is measured by the composite reliability value. A construct is reliable if the composite reliability value is above 0.70, then the indicator is said to be consistent in measuring its latent variable. The test results show that the research constructs (variables), namely Job Description, Job Promotion, Job Satisfaction, and Employee Performance, have a composite reliability value greater than 0.7. So it is reliable.

### Structural Model Testing (Inner Model)

Testing *inner model* A structural model was used to examine the relationship between variables, the significance value, and the R-square of the research model. After identifying the significant relationship between the variables, a hypothesis for customer satisfaction can be concluded. Hypothesis testing was conducted using the bootstrap resampling method. The test statistic used was the t-test.(Ghozali, 2008). Testing of the structural model is done by looking at the R-square value, which is a goodness-of-fit test of the model. Testing the inner model can be seen from the R-square value of the equation between latent variables. As follows:

**Table 4. R-Square**

	R Square	R Square Adjusted
<b>Employee Performance (Y)</b>	<b>0.586</b>	<b>0.576</b>
<b>Job Satisfaction (Z)</b>	<b>0.665</b>	<b>0.653</b>

Source: Processed Data, 2023

R<sup>2</sup> value = 0.665 This can be interpreted that the model is able to explain the phenomenon/problem of Employee Performance by 66.5%. While the rest (33.5%) is explained by other variables (besides Job Description, Job Promotion, and Job

Satisfaction) that have not been included in the model and error. This means that Employee Performance is influenced by Job Description, Job Promotion, and Job Satisfaction by 66.5% while 33.5% is influenced by the variables Job Description, Job Promotion, and Job Satisfaction. Next, the path coefficient in the inner model can be seen.

### Results from Inner Weights

#### 1. Direct Influence

**Table 5. Inner Weight**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>X1 -&gt; Y</b>	0.473	0.473	0.103	4,579	0.000
<b>X2 -&gt; Y</b>	0.169	0.169	0.070	2,396	0.017

Source: Processed Data, 2023

From the table above, it can be concluded that the hypothesis:

1. Job description has a significant positive effect on employee performance with a T-Statistics value of 4.579 where the p-value = 0.000 is smaller than the  $\alpha$  value = 0.05 (5%).
2. Job promotion has a significant positive effect on employee performance with a T-Statistics value of 2.396 where the p-value = 0.017 is smaller than the  $\alpha$  value = 0.05 (5%).

#### 2. Indirect Influence

Apart from the direct effect as in the hypothesis testing above, from this modeling we can find out the total effect or indirect effect (through the mediating variable), as in the following total effect table for hypothesis testing with the mediating variable as follows:

**Table 6 Total Effects (Mean, STDEV, T-Values)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>X1 -&gt; Z -&gt; Y</b>	0.179	0.178	0.074	2,416	0.016
<b>X2 -&gt; Z -&gt; Y</b>	0.044	0.045	0.031	1,402	0.161

Source: Processed Data, 2023

From the total effect table above, it can be concluded that the hypothesis:

1. Job description has a significant influence on employee performance through job satisfaction with a T Statistics value of 2.416 where the p-value = 0.016 is smaller than the  $\alpha$  value = 0.05 (5%).
2. Job promotion does not have a significant effect on employee performance through

job satisfaction with a T-statistics value of 1.402 where the p-value = 0.161 is greater than the  $\alpha$  value = 0.05 (5%).

## Discussion

### The Influence of Job Descriptions on Employee Performance

Based on the results of the research that has been conducted, it was found that job descriptions have a positive effect on employee performance, which is acceptable. The results of this study indicate that when the level of suitability of employees who understand the job description they are doing is better, it will also have a positive impact on their work motivation. Employees who know all the details of the tasks of the job they are doing, feel they are capable of carrying out every job and responsibility given, and know various things related to their job description, will have increasingly high self-confidence in the work they do and trigger a strong drive to work hard so that their performance can improve.

These results are in accordance with research conducted by Astutik & Priantono (2020) shows that there is a positive and significant correlation between job characteristics and employee performance levels, as indicated by increased job satisfaction and employee performance. Specifically, it is stated that the higher a job's value on each of these characteristics, the better the job is and the higher the motivation, performance, and satisfaction of the person performing the job. This is in line with the research results from Ramdhani & Sridadi (2020) that there is a positive and significant influence between job descriptions and employee performance. Identifying appropriate job descriptions related to a particular job plays an important role in influencing various employee attitudes within the organization. The job characteristics model (JCM) provides an explanation of how work structures influence employee behavior and their attitudes toward working conditions.

### The Influence of Job Promotion on Employee Performance

Based on the results of the research that has been done, it was found that job promotion has a positive effect on employee performance, which is acceptable. The results of this study indicate that job promotion can encourage or spur employees to be able to improve their performance because it is easier to motivate employees to do their jobs well. Thus, increasing the promotion of an employee's position will cause employee performance to increase. This states that the better the promotion, the better the employee's performance. To be able to achieve the desired career, one of the factors that human resources need to pay attention to is their performance, because to be able to achieve their career goals, good performance is needed, in addition, the job promotion program is expected to make human resources feel motivated to show their best potential or performance as an effort to get the position or position they want.

These results are in accordance with research conducted by Research conducted by Sari & Rahyuda (2022) shows that employee job promotions directly have a positive influence on employee performance. The results of research conducted by (Salahuddin & Putra, 2022) In his research on the influence of job promotions on employee performance, he found that job promotions had a positive influence on employee performance. (Salahuddin & Putra, 2022) Research findings show that job promotions have a positive effect on employee performance. Job promotions are efforts or steps taken by an employee and/or human resource manager to develop employee potential to occupy higher positions in an effort to achieve goals. The importance of job promotions

in an agency will lead to increased employee satisfaction, loyalty, creativity, performance, and decreased employee turnover. In this study,(Sudaryana, 2020)which has been analyzed specifically on the hypothesis of the influence of job promotion having positive and significant results on employee performance where the higher an employee's career will also influence the high performance given to the agency. Job promotion is a process of increasing individual work abilities achieved in order to achieve the desired career and this also has similar results to previous research from(Katharina & Kartika, 2020)which concluded that job promotions have a significant positive impact on employee performance.

### **The Influence of Employee Job Descriptions on Employee Performance Through Job Satisfaction**

Based on the results of the research that has been done, it was found that the Employee Job Description has an effect on Employee Performance Through Job Satisfaction that can be accepted. This shows that the high demands of having clear task identification, good task significance and easy-to-obtain feedback in the Job Description will lead to increased employee satisfaction, which in turn increased employee satisfaction will lead to increased employee performance. The results of this study are in line with previous studies conducted by Hendy (2014), Nurhamida (2015) and Putu Eka Wati (2017) which show that the Job Description variable has a positive and significant effect on employee performance both directly and indirectly through intervening variables, in this case Job Satisfaction.

The results of the work show increasing complexity, meaning it presents more challenges and increasingly determines the potential for the work itself to create internal motivation, increase job growth and satisfaction, and enhance work effectiveness. These results are consistent with research.(Nursafitri et al., 2015)In his research, the results showed that there was an influence of job descriptions on employee performance through job satisfaction both directly and indirectly.

### **The Influence of Job Promotion on Performance Through Job Satisfaction**

Based on the results of the research that has been conducted, it was found that job promotions do not affect employee performance through job satisfaction. This result indicates that the job promotion programs that have been implemented in the Social Service of Malang Regency are not optimal. Employees feel dissatisfied with the policies of the leadership who always act less than objectively in giving assessments. Furthermore, the lack of job promotion programs implemented by the company, such as training, workshops, and so on, makes employees more experienced and better understand the tasks and responsibilities that must be carried out, so that employees will be loyal to the company. If the program is trained and improved, the abilities of employees will be optimal in completing their tasks and achieving maximum performance. This proves that with the planning and promotion of jobs, clear benefits for employees are satisfaction, personal development, and a quality work life. Some strategic benefits that may be obtained from training and development include employee satisfaction, increased morale, higher retention rates, lower turnover, employee improvement and withdrawal, better final results, the fact that satisfied employees will produce satisfied employees. Leaders should pay more attention in the form of awards that can be realized in the form of praise for achievements or bonuses. Meanwhile, to improve employee knowledge and skills, training is needed.

The results of this study are not in accordance with previous studies with the results of job promotions having a significant and positive effect on employee performance that have been carried out by Suyanto et al. (2018), Nasution et al. (2018), (Kudsi et al. (2017) which state that job promotions are the responsibility of the agency towards its employees in providing certain qualifications and experience, so that agencies are required to be able to manage and develop them well so that employee performance is maintained and optimal.

## CONCLUSION AND SUGGESTIONS

### Conclusion

Based on the test results using PLS analysis, to test the influence of several variables on employee performance, the following conclusions can be drawn:

1. Job descriptions contribute to improving the performance of employees at the Malang Regency Social Services Office. The results of this study indicate that when employees' understanding of their job descriptions improves, it also positively impacts their work motivation.
2. Job promotions contribute to improving the performance of employees at the Malang Regency Social Service. The results of this study indicate that job promotions can encourage or spur employees to improve their performance because it is easier to motivate employees to perform their duties well. Therefore, increasing job promotions will lead to improved employee performance.
3. Job descriptions contribute to improving performance through job satisfaction among employees of the Malang Regency Social Service. This indicates that high demands for clear task identification, good task significance, and readily available feedback within job descriptions will lead to increased employee satisfaction, which in turn will lead to improved employee performance.
4. Job promotions have not contributed to improving performance through job satisfaction at the Malang Regency Social Service. These results indicate that the promotion programs implemented have not been optimal. Employees are dissatisfied with the leadership's policies, which consistently lack objectivity in their assessments, resulting in employees still not achieving optimal performance.

### Suggestion

As an implication of the results of this research, several suggestions can be put forward that can be considered or used as material in decision making, including:

1. In an effort to maximize employee performance, the Malang Regency Social Services Office is expected to provide opportunities and fully support employee careers to maximize performance. This includes providing employees with opportunities to participate in career-supporting training and establishing transparent career development policies for all employees.
2. In subsequent research, researchers can add other variables that can influence employee performance, including compensation and work discipline.

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