

THE INFLUENCE OF WORK ENTHUSIASM AND JOB PROMOTION ON JOB SATISFACTION, ITS IMPACT ON EMPLOYEE PERFORMANCE AT THE LHOKSEUMAWE CITY REGIONAL FINANCIAL MANAGEMENT LHOKSEUMAWE AGENCY

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Abstract

This study aims to analyze the influence of work enthusiasm and job promotion on job satisfaction and its impact on employee performance at the Regional Financial Management Agency of Lhokseumawe City. The dependent variables of this study are work enthusiasm and job promotion. The independent variable is employee performance, and the intervening variable is job satisfaction. The population in this study is 70 employees at the Regional Financial Management Agency of Lhokseumawe City. The sampling technique used a census technique and obtained a sample of 70 employee respondents at the Regional Financial Management Agency of Lhokseumawe City. The research method used was a quantitative method, for the data analysis method using path analysis. The results of this study indicate that work enthusiasm and job promotion have a significant effect on job satisfaction, furthermore, work enthusiasm and job promotion and job satisfaction have a significant effect on employee performance at the Lhokseumawe City Regional Financial Management Agency. In this study, job satisfaction partially mediates the relationship between work enthusiasm and job promotion on employee performance at the Lhokseumawe City Regional Financial Management Agency.

Keywords: *Work enthusiasm, job promotion, job satisfaction and employee performance.*

A. INTRODUCTION

This study examines employee performance which is the main focus in various organizations, both public and private sectors, many agencies experience challenges in maintaining consistency in employee performance, one of the main factors that influence is work enthusiasm, job promotion and job satisfaction, these three variables are the main factors that will influence employee performance, which ultimately affects the achievement of organizational targets. In addition, technological developments and digitalization also have a significant impact on employee performance, while some employees are able to adapt quickly and increase work efficiency, not a few have difficulty adapting, causing gaps in achieving performance. Research examines work morale and promotion as well as job satisfaction on employee performance. According to Bangun (2012) states that human resource factors, namely employee performance within the organization, are the key to organizational success, the importance of the role of HR in the organization, where together there are two goals to be achieved by the organization, the success of an organization depends on the role of each person in it, employees are the main assets of an organization that carry out its activities so that employee performance affects organizational performance at the Lhokseumawe City Regional Financial Management Agency, the success of organizational goals in achieving their targets is influenced by several factors originating from within an organization such as work morale, job promotion, and job satisfaction as well as the ability of employees to complete their duties and responsibilities, resulting in superior performance Robbins (2018). Work enthusiasm is one of the important factors that determine the success of an organization, the Regional Financial Management Agency of Lhokseumawe City. Employees who have high work enthusiasm tend to work enthusiastically, have high loyalty, and are more productive in completing tasks at the Regional Financial Management Agency of Lhokseumawe City. In addition to work enthusiasm, job promotions are also analyzed, namely the transfer of employees from one position to another higher position and accompanied by higher duties,

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responsibilities, and authority than the position previously held, and in general promotions are followed by increased income and other facilities. Rewards for performance results are usually expressed in the form of job promotions. Dessler, (2018). An employee views a promotion as something more attractive compared to other compensations because the promotion is permanent and valid for a long period of time. The term promotion means progress, where a promotion can occur when an employee is promoted from a lower position to a higher position. Salary increases and responsibilities usually accompany job promotions. Abdul Aziz, et al (2017). In this study, job satisfaction is one of the important factors that influence employee behavior and productivity in an organization, job satisfaction reflects the extent to which an employee feels comfortable, appreciated, and motivated in his work environment, when an employee feels satisfied with his work, they tend to show a positive attitude and loyalty towards the organization, therefore, understanding the relationship between job satisfaction and employee performance is crucial for management in increasing the effectiveness of Bangun's work (2018). High levels of job satisfaction typically motivate employees to deliver better performance. Employees who are satisfied with their working conditions, relationships with coworkers, reward systems, and career development opportunities are more motivated to complete tasks optimally. Furthermore, job satisfaction can boost morale and reduce stress levels, ultimately positively impacting the quality and quantity of employee output (Dessler, 2020).

Overall, there is a close relationship between job satisfaction and employee performance. Job satisfaction not only creates a healthy work environment but also directly contributes to improved individual and organizational performance. Therefore, organizational leaders need to actively create policies and a work culture that support employee satisfaction, such as providing fair incentives, competency development, and open and positive communication in the workplace (Greeberg, 2018). Based on the above background, the researcher wants to examine the related The Influence of Work Morale and Job Promotion on Job Satisfaction and Its Impact on Employee Performance at the Regional Financial Management Agency of Lhokseumawe City, based on the phenomena and problems above, several problems can be formulated as follows.

B. OBJECTIVES AND BENEFITS OF STUDY

Based on the existing problems and phenomena, the objectives of this research are as follows:

1. How does work enthusiasm influence job satisfaction on employee performance at the Regional Financial Management Agency of Lhokseumawe City?
2. How does job promotion affect job satisfaction and employee performance at the Regional Financial Management Agency of Lhokseumawe City?
3. How does work enthusiasm affect employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City?
4. How does job promotion affect employee performance in the Employee Performance at the Regional Financial Management Agency of Lhokseumawe City?
5. How does job satisfaction affect employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City?
6. Does job satisfaction mediate the influence of work enthusiasm on employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City?
7. Does job satisfaction mediate the influence of job promotion on employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City?

C. LITERATURE REVIEW

Theories about work enthusiasm

Work enthusiasm is an action carried out by an employee in a higher work enthusiasm to produce work that is expected to be completed properly and correctly, Nitisemito (2018). Meanwhile, Anoraga (2006), work enthusiasm is an action in carrying out work activities with high enthusiasm, so that the work done can be completed quickly and correctly so that the costs per unit incurred can be more efficient or smaller. According to Siswanto (2012), work enthusiasm is a psychological state of a person. Work enthusiasm is considered a good psychological state if the work enthusiasm creates pleasure that encourages a person to work diligently and consistently in achieving the goals set by the company. From several opinions, it can be concluded that work enthusiasm is the ability or willingness of each individual or group of people to work together diligently and motivated and full of responsibility in achieving an organizational goal. According to Nitisemito (2018) in Sumantri (2017) states that work enthusiasm is doing work more diligently so that the work done will be completed faster and better. According to Handoko (2019) in Sumantri (2017), work spirit is the attitude of individuals and groups towards all work spirits and towards cooperation with

others to the maximum in accordance with the best interests of the company. According to Karsini et al. (2016), with good work spirit will result in the willingness of employees to work better).

Theories about job promotion

Job promotion according to experts is as follows, Siagian (2008), Job promotion is an increase in an employee's position to a higher position in an organization, which is usually followed by an increase in responsibility, authority, and compensation. Handoko (2018), Job promotion is the transfer of an employee from one position to another higher position in an organization, which reflects an increase in status, responsibility, and greater rights. Hasibuan (2012), Job promotion is the awarding of an award in the form of a promotion or higher position to employees as a form of recognition of their performance and contribution to the organization. Mangkunegara (2015), Job promotion is a form of increasing an employee's position in an organization that involves increasing responsibility, rights, and authority in their work. Rivai (2019), Job promotion is a form of career development that provides employees with the opportunity to obtain higher positions with greater responsibilities, which also has an impact on improving welfare. From the definitions of the experts above, it can be concluded that job promotion is a form of increase in position in an organization that is given to employees based on their performance, competence, and contribution to the company.

Theories about job satisfaction

Job satisfaction is a positive feeling about one's job that is the result of evaluating its characteristics, Luthanns (2018) defines job satisfaction as the result of employee perceptions of how well their work provides things that are considered important According to Robbins (2018). Marihot TE Hariandja (2015), is the extent to which individuals feel positively/negatively various factors/dimensions of the tasks in their work. According to Mangkunegara (2017), job satisfaction is a feeling that supports/does not support the employee related to his work and his condition. According to Mathis & Jackson (2018) said that job satisfaction is a positive emotional state from evaluating one's work experience. According to Rivai (2014) job satisfaction is an evaluation that describes a person's feelings of happiness/unhappiness, satisfaction/dissatisfaction in working. In several definitions it is seen that job satisfaction is the feeling of workers (employees) towards their work.

Theories about employee performance

Performance is the output produced by an indicator or function of a profession or job within a certain time, Wirawan (2019). In this case, work is the activity of carrying out and completing something or making something that only requires certain energy and skills or as done by blue collar workers, examples of jobs are bus drivers, housemaids and barbers and so on. According to Rivai (2018) performance is a real behavior displayed by each person as a work achievement produced by employees according to their role in the company. Employee performance is a very important thing in the company's efforts to achieve its goals. Employee performance is how much employees contribute to the organization which includes, among others, the quantity of output, quality of output, output period, presence at work and comparative attitude. According to Mathis and Jackson (2018) employee performance is an activity carried out by employees that is influenced by motivation, ability, support received, the existence of work carried out by employees, and the relationship between employees and the company. Robbins & Judge (2018) stated that another term for performance is human output which can be measured by productivity, absence, turnover, citizenship, and satisfaction. Meanwhile, Thoyib (2015) stated that individual performance is also called job performance, work outcomes, task performance..

Conceptual Framework

A framework is the basis for research, synthesized from facts, observations, and research studies. It contains theories, propositions, or concepts that will serve as the basis for the research. The relationship between the variables used in this study can be seen in Figure 1.1 below:

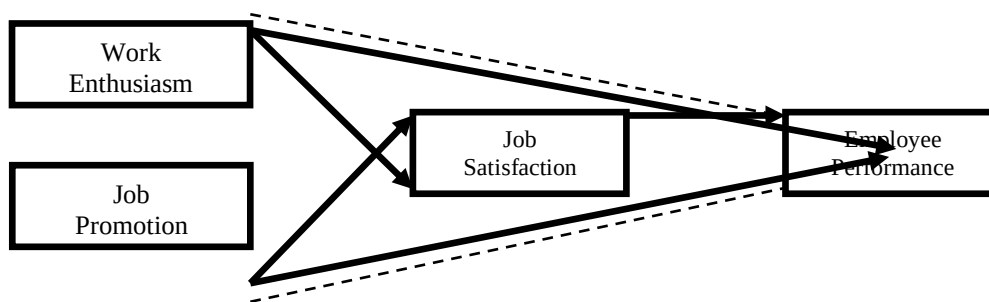


Figure 1. Conceptual Framework

Based on the conceptual framework that has been explained and compiled above, several previous studies that are related to this research will be presented as follows:

1. The relationship between work enthusiasm and job satisfaction

Work morale is an individual's psychological state at work characterized by a sense of enthusiasm, motivation, and high involvement in carrying out tasks, according to Basri, Surya Kelana (2021), Robbins (2028) work morale refers to a person's level of energy, dedication, and involvement in their work. High work morale reflects a condition in which employees feel motivated, enthusiastic, and have a strong desire to achieve organizational goals. Job satisfaction is a positive or negative feeling experienced by employees as a result of an evaluation of their work, according to Luthan (2018) and Dessler (2020) job satisfaction is a pleasant or positive emotional state that comes from an assessment of one's work or work experience. Employees who are satisfied with their jobs tend to show better performance, high loyalty, and low turnover rates. .

2. The relationship between job promotion and job satisfaction

Job promotion is a form of career development given by an organization to employees as a form of appreciation for performance, competence, and loyalty. Job promotions are often associated with increased responsibility, salary, and social status within the organization. On the other hand, job satisfaction is an important factor in determining employee productivity and loyalty. Employee job satisfaction is a feeling experienced by employees as a result of an evaluation of their work in an organization, according to Adi Purnawan Gede (2019), Abdul Aziz (2017) job satisfaction is a pleasant emotional state that comes from an assessment of one's work or work experience in an agency or organization Luthan (2018). Employees who are satisfied with their jobs tend to show better performance, high loyalty, and low turnover rates. Job promotions can have a positive impact on employee job satisfaction by improving employee welfare, with increased compensation and benefits, employees feel more appreciated and satisfied with their jobs, reducing employee turnover who are satisfied with the promotion system in the workplace tend to be more loyal and reduce the desire to change jobs, increasing employee productivity who get promotions will be more motivated to work better, Ani Sriatun (2017).

3. The relationship between work enthusiasm and employee performance

Work morale is an important factor influencing employee performance, as employees with high work morale tend to be more productive, disciplined, and strongly motivated to complete their tasks. High work morale can increase work efficiency and effectiveness, as well as create a positive and conducive work environment for improving individual and organizational performance (Kusuma Putri Livia, 2018). Conversely, low work morale can lead to decreased productivity, high absenteeism, and a lack of commitment to work (Selvin Nona Elisabeth, 2023). According to Syahropi Ishak, (2016), work morale is influenced by various factors such as leadership, organizational culture, incentive systems, and a supportive work environment. Therefore, companies or agencies need to create appropriate strategies to increase employee morale in order to achieve optimal performance. .

4. The relationship between job promotion and employee performance

Job promotions are a form of reward given by organizations to employees for their performance, competence, and loyalty, which in turn can improve employee motivation and overall performance (Haryadi & Sunarsi, 2022). According to Rahayu Suharni (2017), job promotions provide employees with opportunities for greater responsibility, improved welfare, and recognition for their contributions, which can boost productivity and job satisfaction. Furthermore, research by Adi Purnawan Gede (2019) shows that fair and transparent promotion policies

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can increase employee loyalty and commitment to the organization. Therefore, effective job promotions can be an important strategy in improving employee performance and optimally achieving organizational goals. Job promotions are a form of reward given by organizations to employees for their performance, competence, and loyalty, which significantly influences employee motivation and performance..

5. The relationship between job satisfaction and employee performance

Job satisfaction is a crucial factor influencing employee performance, as employees who are satisfied with their jobs tend to be more motivated, loyal, and have higher levels of productivity (Halimah, 2024). Job satisfaction can be influenced by various factors such as the work environment, compensation system, relationships with coworkers, and career development opportunities (Fauziek Elizabeth, 2021). According to Paparang Natalia (2021), employees who are satisfied with their jobs will have a higher commitment to the organization and demonstrate more optimal performance. Conversely, job dissatisfaction can lead to increased absenteeism, low productivity, and high employee turnover (Putri Amara Almira, 2024). Therefore, organizations need to create appropriate strategies to increase job satisfaction in order to encourage improved employee performance and achieve organizational goals effectively.

Hypothesis Research

Based on the conceptual framework, a hypothesis is an idea for gathering facts. It is a tentative question or the most likely assumption that still needs to be verified. Based on the above framework and research conducted by several previous researchers, the following hypothesis can be formulated:

- H1 = It is suspected that there is a positive and significant influence of work enthusiasm on employee job satisfaction on employee performance at the Regional Financial Management Agency of Lhokseumawe City.
- H2 = It is suspected that there is a positive and significant influence of job promotion on employee job satisfaction on employee performance at the Regional Financial Management Agency of Lhokseumawe City.
- H3 = It is suspected that there is a positive and significant influence of work enthusiasm on employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City.
- H4 = It is suspected that there is a positive and significant influence of job promotion on employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City.
- H5 = It is suspected that there is a positive and significant influence of job satisfaction on employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City.
- H6 = It is suspected that job satisfaction mediates the influence of work enthusiasm on employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City.
- H7 = It is suspected that job satisfaction mediates the influence of job promotion on employee performance in Employee Performance at the Regional Financial Management Agency of Lhokseumawe City.

D. Research methods.

Research Location

This research was conducted on Employee Performance at the Regional Financial Management Agency of Lhokseumawe City. The object of this research was one employee of the Regional Financial Management Agency of Lhokseumawe City.

Research Design and Sample

Population

According to Ferdinand (2014) "Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. So the population in this study is all employees at the Employee Performance Office of the Regional Financial Management Agency of Lhokseumawe City, totaling 70 people.

Sample

In research using a census approach, every individual in the population has an equal opportunity to participate, so the results obtained are more representative and can describe the condition of the population as a whole (Sekaran & Bougie, 2016). However, this method often requires greater costs, time, and effort compared to sampling techniques, especially if the population being studied is very large and widespread. Therefore, the use of census samples is generally applied in research that requires a high level of accuracy, such as national surveys or studies involving all employees in an organization, in this study the census sample was taken from 70 employees at the Regional Financial Management Agency of Lhokseumawe City.

Data collection technique

In this study, the questionnaire was created with structured statements/questions and provided answers in the form of a scale with answers that are adjusted to the statements/questions so that it makes it easier for respondents to answer and avoid bias, the measurement used is a Likert scale where each statement has an answer interval, namely 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). Specifically, the measurement technique as presented, the following operational definition is as in Table 3 below.

Table 3. Definition of Variables and Indicators

No	Variables	Variable Definition	Indicator	Measuring Scale
1.	Spirit Work (X1)	A condition within a person that can improve results to work faster and better at the Lhokseumawe City Regional Financial Management Agency.	1. Motivation at work 2. Discipline at work 3. Enthusiastic about work 4. Commitment to work 5. Work productivity 6. Teamwork (Wibowo, 2016 and Robbins, 2018)	Likert
2	Promotion Position (X2)	Promotion of position, title or rank of an employee to a higher position in the Regional Financial Management Agency of Lhokseumawe City.	1. Work performance 2. Length of service 3. Education 4. Leadership potential 5. Discipline and ethics 6. Competence (Dessler, 2020)	Likert
4.	Satisfaction Work (Y1)	Positive feelings experienced by someone regarding their work at the Regional Financial Management Agency of Lhokseumawe City.	1. Job Suitability 2. Enjoying Work 3. Work Discipline 4. Wages 5. Promotion 6. Work performance (Ari Lasta, 2023)	Likert
5.	Employee performance (Y2)	The work results achieved in one period by employees of the Regional Financial Management Agency of Lhokseumawe City.	1. Quantity of work 2. Quality of work 3. Punctuality 4. Presence 5. Cooperation 6. Effective and efficient (Marbawi, 2022)	Likert

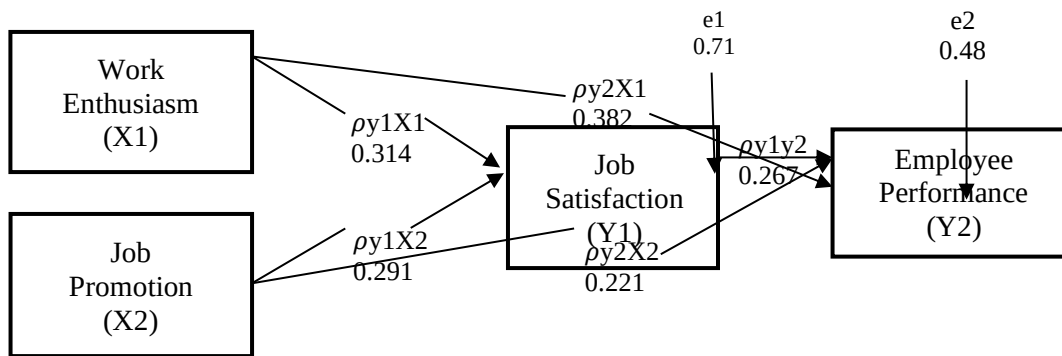
Data Analysis Techniques

Data processing in this study was carried out using a computer using SPSS (Statistical Package for Social Science). The method used to determine the influence between predictor variables (independent/exogenous) and dependent variables (dependent/endogenous) was a path analysis model, which can explicitly provide causal relationships between variables based on theory. Arrows indicate the relationship between variables, and each p-value describes the path and path coefficient. The purpose of path analysis is to explain the direct and indirect effects of several variables as causal variables on several other variables as consequential variables (Ghozali, 2021).

E. RESULTS AND DISCUSSION

Result Analysis

Path analysis is a statistical technique used to analyze causal relationships (cause and effect) between several variables, both directly and indirectly, this technique is a development of multiple linear regression analysis, and is usually used when researchers want to know the extent to which a variable influences another variable through one or more intermediary variables (mediators), the following are the results of path analysis:



Based on the path analysis as seen in Figure 2 of the path analysis model in the study, the structural equation for the model in this study is:

Substructure model I : $Y_1 = 0.314X1 + 0.291X2 + e1$

Substructure model II : $Y_2 = 0.382X1 + 0.221X2 + 0.267 X3 + e2$

F. DISCUSSION

The direct effect analysis aims to see how strong the influence of a latent variable is on other latent variables, either directly (direct effect) or indirectly (indirect effect) and also the total effect can be stated in Table 1 below:

Table 1. The Influence of Exogenous Variables on Endogenous Variables

	Spirit Work	Promotion Position	Satisfaction Work	Performance Employee
Direct Effect				
Job satisfaction	0.314	0.291	0,000	0,000
Employee Performance	0.382	0.221	0.267	0,000
Indirect Effect				
Job satisfaction	0,000	0,000	0,000	0,000
Employee Performance	0.083	0.077	0,000	0,000
Total Effect				
Job satisfaction	0.314	0.291	0,000	0,000
Employee Performance	0.397	0.368	0.267	0,000

Source: Processed Primary Data (2025)

1. The direct influence of work enthusiasm on job satisfaction is with an estimated value of 0.314 (31.4%) and a significant value of 0.016 which is smaller than 0.05, which means there is a significant influence and **accept the first hypothesis (H1)** that states spirit at work has a positive and significant effect on job satisfaction employee On Employee Performance at the Regional Financial Management Agency of Lhokseumawe City.
2. The direct influence of job promotion on job satisfaction is with an estimated value of 0.291 (29.1%) and a significant value of 0.025 which is smaller than 0.05, which means there is a significant influence and **accept the first hypothesis (H2)** that states job promotion has a positive and significant effect on employee job satisfaction At the Regional Financial Management Agency of Lhokseumawe City.
3. The direct influence of work enthusiasm on employee performance is with an estimated value of 0.382 (38.2%) and a significant value of 0.001 which is smaller than 0.05, which means there is a significant influence and **accept the first hypothesis (H3)** that states spirit at work has a positive and significant effect on employee performance Employees at the Regional Financial Management Agency of Lhokseumawe City.
4. The direct influence of job promotion on employee performance is with an estimate value of 0.221 (22.1%) and a significant value of 0.047 which is greater than 0.05, which means there is a significant influence and **accept the first hypothesis (H4)** which states that job promotions have an impact on employee performance At the Regional Financial Management Agency of Lhokseumawe City.
5. The direct influence of job satisfaction on employee performance is with an estimated value of 0.267 (26.7%) and a significant value of 0.010 which is smaller than 0.05, which means there is an influence so that **accept the**

first hypothesis (H5) which states that job satisfaction has a positive and significant influence on employee performance At the Regional Financial Management Agency of Lhokseumawe City.

INDIRECT EFFECT

Based on the results of the calculation of the probability value for path c' using the Sobel Test as in Figure 2, the significance value for all paths (A and B) is significant while path C is also significant so that this model meets the job satisfaction requirements as follows.

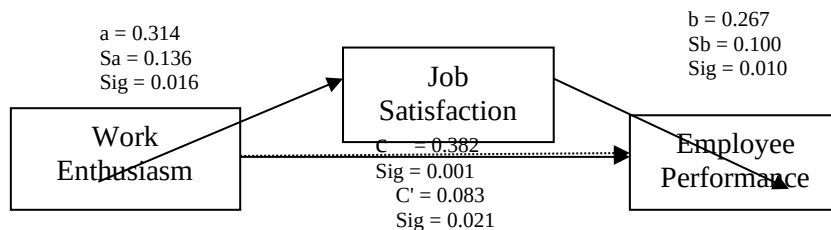


Figure 2. Mediation Effect Test Results
Work Enthusiasm – Job Satisfaction – Employee Performance

The results of the analysis in Figure 2. above can be explained that the coefficient of path A, path B is significant and path C is significant, while path C' is also significant, because the probability of path C is significant, so it can be concluded that job satisfaction meets the requirements and functions as a partial mediation variable, based on the analysis of the direct influence of work enthusiasm on employee performance through job satisfaction carried out by calculating the Sobel Test An Interactive calculation tool for Mediation tests can be seen in Figure 2. Above so that the seventh hypothesis (H7) is accepted.

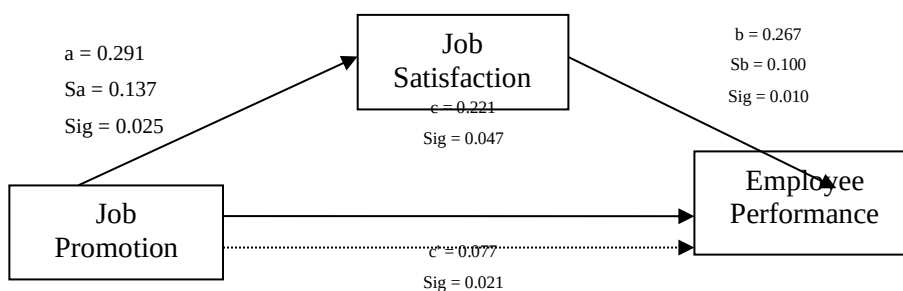


Figure 3. Mediation Effect Test Results
Job Promotion – Job Satisfaction – Employee Performance

Based on the analysis in Figure 3 above, it can be explained that the coefficient of path A, path B is significant and path C is significant, while path C' is also significant. Because the probability of path C' is significant, it can be concluded that there is a relationship between job promotion and employee performance mediated by job satisfaction through partial mediation, in other words, the work spirit variable (independent variable) is able to significantly influence employee performance (dependent variable) through the mediator variable, namely job satisfaction, so that the seventh hypothesis (H7) is accepted.

G. CONCLUSION

Based on the research results and discussion of the researchers above, we can draw conclusions from the research results as described in the previous chapter, so we can present several conclusions as follows:

1. It was concluded that enthusiasm had a positive and significant impact on employee job satisfaction at the Regional Financial Management Agency of Lhokseumawe City.
2. It was concluded that job promotion had a positive and significant effect on employee job satisfaction at the Regional Financial Management Agency of Lhokseumawe City.

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3. It was concluded that work enthusiasm had a positive and significant effect on employee performance at the Regional Financial Management Agency of Lhokseumawe City.
4. It was concluded that job promotion had a positive and significant effect on employee performance at the Regional Financial Management Agency of Lhokseumawe City.
5. It was concluded that job satisfaction had a positive and significant effect on employee performance at the Regional Financial Management Agency of Lhokseumawe City.
6. Job satisfaction partially mediates the relationship between work enthusiasm and employee performance on employee performance at the Regional Financial Management Agency of Lhokseumawe City.
7. Job satisfaction partially mediates the relationship between job promotion and employee performance at the Regional Financial Management Agency of Lhokseumawe City.

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