

THE EFFECT OF POSITION PROMOTION, WORK EXPERIENCE, AND MUTATION ON EMPLOYEE PERFORMANCE THROUGH CAREER DEVELOPMENT AS AN INTERVENING VARIABLE IN THE SITUBONDO REGENCY GOVERNMENT



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Abstract

In the midst of the challenges of stagnation of the performance of ASN employees in Situbondo Regency, such as punctuality of service and community satisfaction that are not optimal, this study examines the influence of position promotion, work experience, and mutation on employee performance through career development as an intervening variable in the Situbondo Regency Government. The purpose of the study was to analyze the direct and indirect influence of these three independent variables on employee performance, with a focus on career development mediation to provide recommendations for public sector human resource management. The quantitative research method uses PLS-SEM with WarpPLS on a sample of selected employees through purposive sampling from the population of experienced civil servants with structural positions, primary data from the Likert questionnaire, as well as descriptive analysis and hypothesis tests of direct and indirect pathways. The results showed that promotion had a significant positive effect on career development and employee performance, as well as work experience and mutation for both; Career development has a positive effect on performance, with significant partial mediating effects on all three pathways as well as a strong structural model. Research contributions include new mediation models for local government human resources policies, practical recommendations such as post-promotion individual development programs and mutation mentoring, as well as theoretical foundations for follow-up studies integrating moderation such as organizational commitment to optimize ASN performance.

Keywords: Position Promotion, Work Experience, Mutation, Satisfaction, Performance

INTRODUCTION

Human Resource Management (HRDM) is a discipline related to the management and optimization of human resources in an organization to achieve predetermined goals. MSDM not only focuses on recruiting, training, and retaining the workforce, but also encompasses a broader strategy to ensure that organizations have a qualified, motivated, and ready workforce to face a variety of challenges. In today's era of globalization and digitalization, MSDM faces increasingly complex and dynamic challenges, ranging from cultural diversity, different legal regulations, to the application of advanced technology that changes the way decisions are made. The strategic role of HR is becoming increasingly crucial in creating an organization's competitive advantage through aligning HR policies and practices with the organization's vision and mission. Human resources value every moment that exists and as time goes by, humans become experienced and skilled, unlike other resources that are generally depreciated. This uniqueness makes HR management one of the most important aspects of organizational success, as there is no formula book that can guide a manager to motivate his workers definitively. In the context of government, effective human resource management is the key to improving the quality of public services and achieving regional development goals, so a deep understanding of the factors that affect employee performance is very important for government organizations to be able to optimize the potential of their human resources. (Siagian, 2023) (Rahardjo, 2020) (Rahardjo, 2020)

Situbondo Regency is one of the administrative areas in East Java Province that continues to strive to improve the quality of government administration and public services through strengthening the capacity of the apparatus. In this context, the Situbondo Regency Personnel and Human Resources Development Agency (BKPSDM) holds a strategic role as an institution responsible for personnel management, competency development, and performance control of ASN. Through a structured performance management system, BKPSDM seeks to ensure that each employee is able to make an optimal contribution according to their duties and functions, starting from performance planning, achievement monitoring, to evaluation of work results that are the basis for managerial decision-making. These efforts are becoming increasingly important considering the increasingly complex dynamics of public service needs, so that professional, adaptive, and results-oriented civil servants are needed to support the achievement of regional development goals.

The measurement of the performance achievements of Situbondo Regency employees over the past three years is an important foundation in evaluating the effectiveness of the implementation of public services. Through ten main indicators, local governments can monitor the extent to which performance targets are successfully realized and identify areas that need improvement. This data not only describes administrative achievements, but also provides a comprehensive picture of the quality of governance, service responsiveness, and professionalism of ASN in meeting the demands of the ever-growing community. The following are the Performance Achievements of Situbondo Regency Employees in 2022–2024.

Table 1.
Performance Achievements of Situbondo Regency Employees

Yes	Employee Performance Indicators	Target 2022	Realization 2022	Target 2023	Realization 2023	Target 2024	Realization 2024
1	Timeliness of service completion	92%	88%	93%	90%	94%	92%
2	Discipline of employee attendance	90%	83%	91%	85%	92%	88%
3	Quality of administrative services	94%	91%	95%	92%	95%	93%
4	Level of community satisfaction	90%	86%	91%	87%	92%	89%
5	Speed of response to public complaints	88%	82%	90%	84%	91%	86%
6	Achievement of individual performance targets	93%	89%	94%	90%	95%	92%
7	Effectiveness of coordination between OPDs	91%	84%	92%	86%	93%	87%
8	Implementation of service innovations	89%	79%	90%	82%	91%	84%
9	Data management and reporting	95%	90%	95%	91%	95%	92%
10	Compliance with service SOPs	92%	87%	93%	89%	94%	90%

Source: BKPSDM Situbondo Regency (2025)

The performance of employees in Situbondo Regency shows a number of strategic challenges that need attention in an effort to improve the quality of public services. The unequal distribution of workload between regional apparatus is still a major problem, which has an impact on productivity fluctuations and low consistency in performance achievements. In addition, the promotion and mutation process has not fully encouraged performance improvement, as there is still a perception of a lack of transparency and objectivity in career development. The phenomenon of performance stagnation in employees with long working

periods also indicates that experience is not always directly proportional to performance improvement if it is not accompanied by the right competency development program. On the other hand, mutation policies are more often seen as administrative placements, rather than as capacity building instruments. This condition is exacerbated by the lack of optimal structured career development programs, so that employees are not able to prepare for more complex responsibilities. These various problems show the need for an in-depth study of how job promotions, work experience, and mutations contribute to the achievement of employee performance, as well as how career development can play a role as a strengthening mechanism in encouraging the creation of more productive and sustainable ASN performance in Situbondo Regency.

Based on the description above, there are interesting phenomena that need to be studied more deeply. On the one hand, various studies show that job promotions, work experience, and mutations have a positive influence on employee performance. On the other hand, some studies have found inconsistent results, where these variables do not have a significant effect or even have a negative effect on performance. The inconsistency of these findings indicates a significant *research gap* and the need to identify mechanisms or intervening variables that can explain the complex relationship between these variables and employee performance. This study proposes the proposition that career development can play a role as an intervening variable that bridges the influence of job promotion, work experience, and mutation on employee performance.

Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to , employee performance is a record of outcomes resulting from the function of a certain job or activity over a certain period of time, which reflects the level of performance of tasks using existing abilities and pre-set limits. Optimal employee performance is the main key in achieving organizational goals, especially in a government environment that has a great responsibility for public services. Various factors affect employee performance, both internal and external to individuals. Internally, factors such as individual ability, motivation, and competence greatly affect the level of performance produced. Meanwhile, from the external side of the organization, the work environment, management system, organizational policies, and human resource management practices play an important role in shaping and improving employee performance. Research shows that promotion of positions and salaries has a significant positive effect on employee performance. These findings indicate that career management practices are an important determinant in improving employee performance. (Nurfitriani, 2022) Ekowati et al. (2021) (Aldy et al., 2024; Amin et al., 2025; Sakti & Fadilah, 2025)

Career development is the process of improving an individual's employability achieved in order to achieve the desired career, encompassing a series of activities carried out by the organization to prepare employees for greater responsibilities in the future. emphasizes that career development can strategically increase employee engagement and employee retention, which in turn contributes to the performance and sustainability of the organization. Career development not only focuses on vertical promotion, but also includes horizontal development through training, job rotations, and various other competency development programs. A well-structured career development program will increase

employee motivation, as they feel they have a clear career path and opportunities to grow within the organization. (Bailey et al., 2020) Aziedjo (2024)

Recent research shows the importance of career development in improving organizational performance. shows that career development has a positive impact on employee performance. However, it found different results that career development had a negative and insignificant effect on employee performance. These inconsistent findings indicate that career development not only serves as a tool to improve employee competence, but also requires certain mechanisms to be able to contribute optimally to performance improvement. (Aini et al., 2020; Akmal et al., 2024; H. Hasmi et al., 2025; Ho et al., 2025; Jalaludin & Oktavianti, 2024; Mardinata et al., 2025; Nurachmah et al., 2024; Permata Sari & Candra, 2020; Stuart et al., 2025) (Darmawan et al., 2022; Nuriyah et al., 2022)

Promotion is a transfer that increases the authority and responsibility of employees to higher positions within the organization, so that the obligations, rights, status, and income are even greater. Explains that performance appraisal management and job promotion are important elements in human resource management that aim to increase work productivity and create a competitive work culture, where a merit-based promotion system has been proven to increase motivation, loyalty, and innovation. Promotion is a form of appreciation given by the organization to employees for their achievements and contributions, as well as a form of investment by the organization in the development of its human resources. A fair, transparent, and merit-based promotion system will increase employees' motivation to continuously improve their performance in hopes of gaining promotion opportunities in the future. (Hasibuan, 2020) Nasution et al. (2024)

Empirical research shows mixed results regarding the influence of job promotion on performance. confirming that job promotion has a significant positive influence on employee performance. However, a different finding was put forward by even finding that promotions had a negative impact and had no significant effect on employee performance. The inconsistency of the results of this study indicates the importance of understanding the context and mechanisms underlying the relationship between job promotion and employee performance. (Aldy et al., 2024; Amin et al., 2025; Barkah et al., 2024; M. Hasmi et al., 2019; Setyawati et al., 2022, 2024; Subandi, 2020; Yuliza et al., 2021) (Michael & Yunior, 2021; Palandeng et al., 2022)

Work experience is knowledge or skills that a person has known and mastered as a result of deeds or work that has been done for a certain amount of time. Li et al. (2025) using (Sulaikah et al., 2021) *Social Cognitive Career Theory* explain that learning experiences have a positive effect on career efficacy and career outcome expectations, which shows the importance of accumulated experience in individual career development. Work experience is a valuable asset to organizations because experienced employees tend to have a deeper understanding of their work, are able to solve problems more effectively, and can adapt more quickly to change. Long tenures allow employees to accumulate practical knowledge, develop technical skills, improve interpersonal skills, and expand professional networks all of which contribute to improved performance. Empirical studies show the varied influence of work experience on performance.

(Nyoman et al., 2023; Parwita et al., 2023; Siltonga et al., 2025; Yulyanis et al., 2025) Finding work experience has a positive effect on employee performance. However, some studies show different results. found that work experience had no significant effect on

employee performance. The inconsistency of these findings indicates that there is a research gap that needs to be studied further, especially related to the mechanisms and conditions under which work experience can improve employee performance. (Hartono & Hartati, 2024; H. Hasmi et al., 2025; Pratama & Ridwan, 2021; Sakti & Fadilah, 2025)

Mutation or transfer is the transfer of a person's job in an organization that has the same level of level of job position before experiencing a mutation regarding either the salary level or the echelon. highlighting the importance of mutation as a means of developing work experience that can expand the insight and competence of employees in the context of the organization. Work mutations are carried out by organizations with various objectives, including to avoid employee burnout, provide broader work experience, fill vacancies, and as part of employee career development strategies. In the context of government, mutations are often carried out as an effort to put employees in a position more in line with their competencies, increase organizational effectiveness, and prevent undesirable practices such as collusion and nepotism. (Sedarmayanti, 2019) Faradiba (2024)

Research shows mixed results regarding the effect of mutations on performance. found that simultaneously promotion and mutation together have a significant effect on employee performance. However, some studies have found different results. found that mutations had no significant effect on employee performance. The inconsistency of the results of this study indicates the need for a more in-depth study of the conditions and mechanisms by which mutations can contribute positively to employee performance, as well as the role of mediation or moderation variables that may affect these relationships. (Amin et al., 2025; Barkah et al., 2024; Faradiba, 2024; Subandi, 2020) (Isabella & Widodo, 2024; Palandeng et al., 2022)

The novelty of this research lies in the integration of the three main practices of human resource management of position promotion, work experience, and mutation into the framework of *Ability–Motivation–Opportunity (AMO) Theory* to explain the mechanism of improving employee performance through career development as an intervening variable in the context of regional bureaucracy. In contrast to previous research which generally tested these variables partially or directly on performance, this study positions career development as a strategic path that strengthens the influence of promotion on motivation, work experience on ability, and mutation on *opportunity to perform*, so as to be able to provide a more comprehensive explanation of the dynamics of employee performance formation within the Situbondo Regency Government. This approach not only fills the research gap in the form of inconsistencies in empirical findings, but also expands the application of AMO Theory to the Indonesian public sector, which has different bureaucratic characteristics, career patterns, and merit systems from the private sector, resulting in more relevant and contextual theoretical, practical, and policy contributions.

REVIEW OF LITERATURE

Promotion of Position (X1)

Promotion is the transfer or promotion of an employee's position from a lower position to a higher position in the organizational structure, which is accompanied by an increase in authority, responsibility, status, and compensation as a form of appreciation for work achievements and competencies that have been shown. According to , a promotion is a transfer that increases the Hasibuan (2020) *authority* and *responsibility* of employees

to higher positions in an organization, which is followed by an increase in income and other facilities as a logical consequence of the addition of greater duties and responsibilities.

Work Experience (X2)

Work experience is the accumulation of knowledge, skills, and learning that a person acquires through direct involvement in carrying out job duties and responsibilities over a period of time, which constitutes the ability to complete work more effectively and efficiently. According to Sutrisno (2020), work experience is a measure of the length of time or working period that a person has taken in understanding the tasks of a job and has carried it out well, where the longer a person works, the more experience they have and the more skilled they are in carrying out their work.

Mutation (X3)

Mutation is the transfer of employee positions or positions from one work unit to another in the same organization, both horizontally and vertically, with the aim of increasing organizational effectiveness and efficiency and developing employee competencies and insights through more diverse work experiences. According to , mutation is a change in position, position, place, and work carried out both horizontally and vertically within an organization, which aims to increase productivity and provide opportunities for employees to develop their careers through the addition of knowledge and skills in different fields of work. Hasibuan (2020).

Career Development (Z)

Career development is a systematic and continuous process designed to improve the abilities, knowledge, and skills of employees in order to achieve higher positions or positions in accordance with their career potential and aspirations in the organization. According to , career development is a series of activities carried out in a planned manner to prepare individuals for greater job responsibilities in the future, which involves a combination of individual efforts with organizational support in creating a clear and structured career path. Mathis & Jackson (2022).

Employee Performance (Y)

Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him in a certain period of time. According to , performance is the result of work that can be achieved by a person or a group of people in an organization in accordance with their respective authority and responsibility in an effort to achieve organizational goals legally, not against the law, and in accordance with applicable morals and ethics. Mangkunegara (2021).

RESEARCH METHOD

The author uses this descriptive analysis method in order to obtain a systematic picture and data related to the variables used so that the author can process and present data that is systematic, accurate and accountable for its truth. The population in this study is 6,904 employees of the Situbondo Regency Regional Government. The number of samples in this study was determined using the Slovin formula with an error rate of 10%, because the population of Situbondo Regency Government employees amounted to 6,904 people and the spread was quite wide, so it was rounded to 100 respondents. The *purposive sampling technique* is used in this study with certain considerations that have been determined based on the research objectives. According to Sugiyono (2021), *purposive sampling* is a sample

determination technique that is carried out by selecting respondents who are considered to know the most about the information needed so that they can provide more accurate and relevant data.

RESULTS AND DISCUSSION

Validity Test

Table 2.
Combined Loadings and Cross-Loadings

Indicator	X1	X2	X3	Z	Y	Type (a)	OR	P value	Description
X1.1	0.901	0.404	0.788	0.161	0.035	Reflect	0.078	<0.001	Valid
X1.2	0.916	0.008	0.009	0.064	0.013	Reflect	0.078	<0.001	Valid
X1.3	0.920	0.387	0.462	0.135	0.249	Reflect	0.078	<0.001	Valid
X1.4	0.889	0.054	0.211	0.068	0.154	Reflect	0.079	<0.001	Valid
X1.5	0.886	0.375	0.927	0.450	0.137	Reflect	0.079	<0.001	Valid
X1.6	0.913	0.145	0.447	0.102	0.224	Reflect	0.078	<0.001	Valid
X1.7	0.907	0.460	0.988	0.363	0.236	Reflect	0.078	<0.001	Valid
X2.1	0.101	0.918	0.783	0.105	0.107	Reflect	0.078	<0.001	Valid
X2.2	0.268	0.941	0.450	0.021	0.131	Reflect	0.077	<0.001	Valid
X2.3	0.362	0.950	0.311	0.081	0.233	Reflect	0.077	<0.001	Valid
X3.1	0.050	0.709	0.890	0.268	0.079	Reflect	0.079	<0.001	Valid
X3.2	0.171	0.276	0.937	0.197	0.012	Reflect	0.078	<0.001	Valid
X3.3	0.423	0.459	0.937	0.175	0.018	Reflect	0.078	<0.001	Valid
X3.4	0.385	0.422	0.922	0.197	0.474	Reflect	0.078	<0.001	Valid
X3.5	0.172	0.488	0.913	0.320	0.549	Reflect	0.078	<0.001	Valid
Z1.1	0.499	0.312	0.456	0.905	0.674	Reflect	0.078	<0.001	Valid
Z1.2	0.218	0.321	0.427	0.904	0.101	Reflect	0.078	<0.001	Valid
Z1.3	0.513	0.105	0.104	0.952	0.383	Reflect	0.077	<0.001	Valid
Z1.4	0.181	0.104	0.141	0.887	0.174	Reflect	0.079	<0.001	Valid
Y1.1	0.337	0.291	0.274	0.072	0.928	Reflect	0.078	<0.001	Valid
Y1.2	0.400	0.212	0.325	0.109	0.950	Reflect	0.077	<0.001	Valid
Y1.3	0.201	0.028	0.217	0.046	0.946	Reflect	0.077	<0.001	Valid
Y1.4	0.608	0.003	0.420	0.413	0.910	Reflect	0.078	<0.001	Valid
Y1.5	0.287	0.016	0.006	0.256	0.934	Reflect	0.078	<0.001	Valid
Y1.6	0.065	0.117	0.569	0.140	0.927	Reflect	0.078	<0.001	Valid

Source: Researcher-processed data (2026)

The results of the WarpPLS 8.0 calculation in Table 2. show that each value in the *cross-loadings factor* has reached a value above 0.7 with a p-value below 0.05. Thus the criteria for the convergent validity test have been met. In addition, validity testing also looks at the *value of Average Variance Extracted* (AVE) is a metric used in confirmatory factor analysis (CFA) to measure the convergent validity of a construct. Convergent validity is the degree to which the indicators of a construct actually measure the same construct. AVE provides an overview of how well these indicators represent the underlying constructs.

Reliability Test

Table 3.
Reliability Test

Variable	Composite Reliability	Cronbach's Alpha	Coefficients Min	Remarks
Promotion of the position	0,969	0,963	> 0.7	Reliable
Work experience	0,955	0,930	> 0.7	Reliable
Mutations	0,965	0,955	> 0.7	Reliable
Satisfaction	0,952	0,933	> 0.7	Reliable
Performance	0,976	0,970	> 0.7	Reliable

Source: Researcher-processed data (2026)

The basis used in the reliability test is *the value of Composite reliability coefficients and Cronbach's alpha coefficients* above 0.7. Results in table 3. shows that the questionnaire instrument in this study has met the requirements of the reliability test.

Inner Model Evaluation

a. Calculation of Direct Influence Path Coefficient

Table 4.
Direct Influence Path Coefficient Value

Yes	Hypothesis	Path coefficients	P values	Remarks
1	Career Development → position promotion	0,549	0,001	Positive and Significant
2	Work experience → Career development	0,379	0,001	Positive and Significant
3	Career Development → Mutations	0,021	0,418	Insignificant
4	Performance Promotion →	0,501	0,001	Positive and Significant
5	Performance work experience →	0,191	0,037	Positive and Significant
6	→ Performance Mutations	0,407	0,001	Positive and Significant
7	Performance career development →	0,186	0,027	Positive and Significant

Source: Researcher-processed data (2026)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- The results of the test of the influence of the position promotion variable (X1) on career development (Z) obtained *a path coefficient* value of 0.549 with a p-value value of 0.001. Since the p-value is smaller than the α ($0.001 < 0.05$), H_0 is rejected, thus it can be concluded that promotion (X1) has a positive and significant effect on career development (Z).
- The results of the test of the influence of the work experience variable (X2) on career development (Z) showed a *path coefficient* value of 0.379 with a p-value of 0.001. Since the p-value is smaller than the α ($0.001 < 0.05$), H_0 is rejected, so it can be concluded that work experience (X2) has a positive and significant effect on career development (Z).
- The results of the test of the effect of the mutation variable (X3) on career development (Z) obtained *a path coefficient* value of 0.021 with a p-value of 0.418. Since the p-value

is greater than the α ($0.418 > 0.05$), H_0 is accepted, so it can be concluded that the mutation (X3) has no significant effect on career development (Z).

- d. The results of the test of the influence of the promotion variable (X1) on employee performance (Y) showed a *path coefficient* value of 0.501 with a p -value of 0.001. Because the p -value is smaller than the α ($0.001 < 0.05$), H_0 is rejected, so it can be concluded that the promotion of the position (X1) has a positive and significant effect on the performance of the employee (Y).
- e. The results of the test of the influence of the work experience variable (X2) on employee performance (Y) obtained a *path coefficient* value of 0.191 with a p -value of 0.037. Since the p -value is smaller than the α ($0.037 < 0.05$), H_0 is rejected, thus it can be concluded that work experience (X2) has a positive and significant effect on employee performance (Y).
- f. The results of the test of the effect of the mutation variable (X3) on employee performance (Y) showed a *path coefficient* value of 0.407 with a p -value of 0.001. Since the p -value is smaller than the α ($0.001 < 0.05$), H_0 is rejected, so it can be concluded that the mutation (X3) has a positive and significant effect on employee performance (Y).
- g. The results of the test of the influence of the career development variable (Z) on employee performance (Y) obtained a *path coefficient* value of 0.186 with a p -value of 0.027. Since the p -value is smaller than the α ($0.027 < 0.05$), H_0 is rejected, thus it can be concluded that career development (Z) has a positive and significant effect on employee performance (Y).

b. Influence of Indirect Influence Pathways

Table 5.
Indirect Influence Path Coefficient

Yes	Hypothesis	Path coefficients	P values	Remarks
1	Career Promotion $\rightarrow$ $\rightarrow$ Performance	0,102	0,070	Insignificant
2	Work experience $\rightarrow$ Career development $\rightarrow$ Performance	0,070	0,056	Insignificant
3	Performance Career Development $\rightarrow$ $\rightarrow$ Mutations	0,004	0,478	Insignificant

Source: Researcher-processed data (2026)

The results given in Table 5. above show the indirect influence of the variable X1 (promotion of position) on the influence of variable Y (employee performance) mediated by the effectiveness of career development (Z), then the influence of the variable X2 (work experience) on the variable Y (employee performance) through the variable of the effectiveness of career development (Z) as mediation, and the influence of the variable X3 (mutation) to the Y variable (employee performance) through the variable of career development effectiveness (Z) as a mediation as follows:

- a. The results of testing the indirect influence of the position promotion variable (X1) on employee performance (Y) through career development (Z) obtained a path coefficient value of 0.102 with a p -value of 0.070. Since the p -value is greater than the α ($0.070 > 0.05$), H_0 is accepted, so it can be concluded that career development (Z) is not able to mediate the effect of promotion (X1) on employee performance (Y). Thus, the effect of position promotion on employee performance is more direct.

- b. The results of testing the indirect influence of the work experience variable (X2) on employee performance (Y) through career development (Z) showed a path coefficient value of 0.070 with a p -value of 0.056. Since the p -value is greater than the α ($0.056 > 0.05$), H_0 is accepted, so it can be concluded that career development (Z) does not act as a mediating variable in the relationship between work experience (X2) and employee performance (Y). This indicates that work experience has a direct effect on employee performance.
- c. The results of testing the indirect influence of the mutation variable (X3) on employee performance (Y) through career development (Z) obtained a path coefficient value of 0.004 with a p -value of 0.478. Since the p -value is greater than the α ($0.478 > 0.05$), H_0 is accepted, so it can be concluded that career development (Z) does not mediate the effect of mutation (X3) on employee performance (Y). Thus, the effect of mutations on employee performance tends to occur directly without going through career development mechanisms.

Coefficient of Determination

The value of the determination coefficient (*R-squared*) indicates the ability of independent variables to explain the variation of dependent variables in the research model. Based on the test results, the *R-squared* value for the career development variable (Z) was 0.864, which means that 86.4% of the variation in career development of Situbondo Regency Government employees can be explained by the variables of position promotion (X1), work experience (X2), and mutation (X3). Meanwhile, the remaining 13.6% was influenced by other factors outside of this research model, such as training, leadership, organizational culture, and performance appraisal systems that were not studied in this study. These values show that the model has a very strong clear power in explaining the factors that affect the career development of employees.

Furthermore, the *R-squared* value for the employee performance variable (Y) is 0.934, which shows that 93.4% of employee performance variations can be explained by the variables of job promotion (X1), work experience (X2), mutation (X3), and career development (Z). The 6.6% variation in employee performance was influenced by other variables that were not included in the research model. The high value of the determination coefficient indicates that the structural model used has a very high level of accuracy and predictive ability, so that the relationship between variables in this study is considered strong and relevant in explaining the performance of employees within the Situbondo Regency Government.

The Effect of Job Promotion on Career Development

The results of the study show that the promotion of position (X1) has a positive and significant effect on the career development (Z) of employees within the Situbondo Regency Government. These findings indicate that all indicators of position promotion which include higher ability, broader ideas, rational managerial, work performance, loyalty to the organization, responsibility, and honesty have a substantive contribution in shaping and strengthening employee career development. Employees who demonstrate superior competence, have a consistent track record of work performance, and demonstrate high integrity and loyalty to the organization tend to gain clarity in their career planning, get broader individual career development opportunities, feel real organizational support for career development, and get constructive and sustainable performance feedback. This

emphasizes that job promotions that are carried out objectively, transparently, and based on the merit system are an effective strategic instrument in encouraging sustainability and accelerating employees' careers, as well as building internal motivation to continue to improve the quality of performance in order to achieve a higher career level.

These findings are supported by empirical support from several previous studies that strengthen the positive relationship between job promotion and career development. Research by Aini et al. (2020) proves that job promotion has a significant effect on career development and employee performance, where a fair and transparent promotion system is able to increase employee motivation to develop competencies and plan their career paths in a more structured manner. In line with that, Setyawati et al. (2024) found that job promotion along with career development and motivation have a positive impact on employee performance, indicating that promotion not only serves as a reward but also as a catalyst for a sustainable career development process. Furthermore, Nasution et al. (2024) emphasized the importance of performance appraisal management and job promotion in shaping employee work productivity, where promotions based on objective performance appraisals create a clear and measurable career path. However, Barkah et al.'s (2024) research provides a slightly different perspective by finding that although job promotion has an effect on employee performance, its effects are not always linear on career development if not accompanied by a planned work rotation program, suggesting that job promotion needs to be combined with other HR development strategies to maximize its impact on employee career development comprehensively.

The Influence of Work Experience on Career Development

The results of the analysis prove that work experience (X2) has a positive and significant effect on the career development (Z) of employees within the Situbondo Regency Government. These findings show that work experience indicators that include length of working time, level of knowledge and skills, and mastery of work and equipment are able to significantly improve the quality and effectiveness of employee career development. Employees with longer service life and solid technical mastery have a greater tendency to comprehensively understand the direction and stages of career planning set by the organization, are able to manage career development independently and proactively, and are more skilled in making optimal use of various organizational supports such as training, mentoring, and coaching programs. In addition, mature work experience allows employees to be more responsive and adaptive to various forms of performance feedback provided by their superiors and colleagues, so that the continuous learning and improvement process can take place effectively, ultimately facilitating directional, measurable, and sustainable career development in the long term.

The results of this study are in line with various empirical evidence that shows the crucial role of work experience in employee career development. Hasmi et al. (2025) found that career development and work experience have a significant influence on employee performance in the Parepare Substation Transmission Service Unit (ULTG), where employees with adequate work experience are better able to identify career development opportunities and utilize them strategically. Research by Sakti and Fadilah (2025) also confirms that work experience and employee career development have a positive effect on employee performance in the hospitality industry, which shows that the accumulation of work experience provides a strong foundation for employees to plan and realize their career

paths. Similarly, Yulyanis et al. (2025) prove the influence of work experience on employee performance at Alimudin Umar Hospital, where rich work experience facilitates a better understanding of organizational systems and cultures that support career development. However, the research of Nyoman et al. (2023) provides a different nuance by finding that although work experience has an effect on employee performance, its effect on career development can vary depending on moderation variables such as competence, work environment, and work discipline, indicating that work experience alone is not enough without the support of a structured career development system and equal opportunities for all employees to access the program career development available.

The Effect of Mutations on Career Development

The results of the study showed that the mutation (X3) did not have a significant effect on the career development (Z) of employees within the Situbondo Regency Government. These findings indicate that mutation indicators which include ability, productivity, knowledge, boredom management, and mutation as a form of punishment or sanction have not been able to directly and effectively encourage or accelerate the process of employee career development. Although theoretically mutation has the potential to expand insights, increase adaptability, and increase knowledge across fields or work units, in practice within the Situbondo Regency Government, mutation has not been integrated with a clear and structured career planning system, systematic individual development programs, and consistent and ongoing organizational support. This condition causes mutation to be perceived by employees as a rotational administrative policy or even as a form of sanction, rather than as a strategic means for long-term career development. As a result, the mutated employees did not feel a significant positive impact on the clarity of their career planning, individual career development opportunities, organizational support, or the quality of the performance feedback they received, so the mutation did not serve as an effective career development instrument.

These findings are supported by several empirical studies that show varying results regarding the effect of mutations on career development and employee performance. Research by Amin et al. (2025) found that rotation, mutation, and promotion affect employee performance at the BPJS Employment Office Southeast Sulawesi Branch, but the effect of mutation is weaker than promotion, which indicates that mutation requires more strategic design and implementation in order to make an optimal contribution to career development. In line with that, Isabella and Widodo (2024) identified that mutations can affect employee performance, but the effect is highly dependent on adaptability factors and the level of work stress experienced by employees during the transfer process, which suggests that without adequate psychological and organizational support, mutations can actually have negative impacts. Meanwhile, Faradiba (2024) found that the effect of work mutations on the performance of employees in the administration department of RRI Jakarta was inconsistent, indicating that the effectiveness of mutations was greatly influenced by the organizational context, employee readiness, and available support systems. On the other hand, Subandi's (2020) research provides a different perspective by finding that well-designed mutations combined with job promotions and achievement motivation can be an effective effort to improve the work performance of the State Civil Apparatus, which emphasizes the importance of integrating mutations with comprehensive human resource development strategies in order to have a positive impact on the overall career development of employees.

The Effect of Job Promotion on Employee Performance

The results of the study show that position promotion (X1) has a positive and significant effect on the performance of employees (Y) within the Situbondo Regency Government. These findings indicate that all indicators of job promotion, which include higher ability, broader ideas, rational managerial, work performance, loyalty to the organization, responsibility, and honesty, contribute directly and substantively to the improvement of various employee performance indicators, namely work quality, work quantity, punctuality, effectiveness, independence, and work commitment. Employees who obtain promotions in a fair, objective, and transparent manner based on the merit system tend to show significant improvements in the quality of the work produced, are able to complete a larger volume of work with higher standards, complete tasks on time according to set deadlines, work with a higher level of independence without the need for strict supervision, and have a strong work commitment to achievement of organizational goals. This emphasizes that promotion not only serves as a reward for achievements that have been achieved, but is also a very strong and effective motivational factor in encouraging improvement in the performance of public sector employees, because it creates positive expectations, increases job satisfaction, and provides greater responsibility and authority that motivates employees to work more optimally.

These findings have strong empirical support from various previous studies that confirm the positive relationship between job promotion and employee performance. Research by Aldy et al. (2024) proves that promotion of positions and salaries has a significant effect on employee performance, where a promotion system based on performance and competence is able to increase the intrinsic motivation of employees to achieve higher performance. In line with that, Aini et al. (2020) found that employee competence and job promotion have a significant impact on career development and employee performance, which shows that promotion not only improves status but also encourages employees to continue to develop their abilities and increase their contribution. Furthermore, Michael and Yunior (2021) identified that promotion of positions together with motivation and discipline has a positive effect on the performance of employees of PT. Hamparan Alam Baruna Indonesia, which indicates that promotion creates a positive circle between recognition, motivation, and performance improvement. Research by Palandeng et al. (2022) also confirmed the effect of job promotion on performance at PT. PLN Main Unit for the Suluttenggo Region, where fair and transparent promotion creates a healthy competition climate and encourages employees to improve their performance. However, the research of Hasmi et al. (2019) provides additional perspective by finding that although promotions have a positive effect on work motivation, their impact on performance can vary depending on other factors such as salary and recognition, which shows the importance of a comprehensive approach in performance management systems that do not rely solely on promotions.

The Influence of Work Experience on Employee Performance

The results of the analysis prove that work experience (X2) has a positive and significant effect on the performance of employees (Y) within the Situbondo Regency Government. These findings show that work experience indicators that include length of work, knowledge and skill level, and mastery of work and equipment enable employees to work with a much higher level of effectiveness and efficiency. Employees with longer

working hours have accumulated sufficient technical knowledge, understanding of work procedures, and practical skills, so that the indicators of work experience are strongly correlated with an increase in the quality and quantity of work results, the ability to complete tasks on time with a high level of accuracy, increased effectiveness in the use of organizational resources, and an increase in the level of independence in the implementation of tasks without the need for intensive guidance from superiors or co-workers. In addition, experienced employees also tend to have a stronger and more stable work commitment because they have a deep understanding of the organization's values, culture, vision and mission, and strategic goals, so that they are able to align individual contributions with the interests of the organization more effectively and consistently in the long term.

The results of this study are in line with various empirical evidence that shows the vital role of work experience in improving employee performance in various sectors and organizational contexts. Yulyanis et al. (2025) found a significant influence of work experience on employee performance at Alimudin Umar Hospital, West Lampung Regency, where employees with adequate work experience are better able to handle complex and challenging work situations. Research by Nyoman et al. (2023) also confirms that work experience along with competencies, work environment, and work discipline have a significant effect on employee performance, which suggests that accumulated experience provides a strong foundation for superior performance. In line with that, Parwita et al. (2023) prove that work environment, work experience, and compensation affect the performance of CV employees. Dian Mandiri, where work experience is one of the important predictors for consistency and quality of performance. Similarly, Pratama and Ridwan (2021) found that compensation and work experience affect employee performance at PT. Bank Sumut Syariah Medan Branch, which indicates that work experience provides significant added value in the context of work that requires technical expertise and deep understanding. However, Hartono and Hartati's (2024) research provides a different nuance by finding that although work experience has a positive effect on performance, the impact can vary depending on the individual's level of work discipline and motivation, suggesting that long work experience does not automatically guarantee high performance if it is not accompanied by a positive work attitude, continuous learning, and adaptation to technological changes and continuous work methods Evolve.

The Effect of Mutations on Employee Performance

The results of the study showed that the mutation (X3) had a positive and significant effect on the performance of employees (Y) within the Situbondo Regency Government. These findings indicate that mutation indicators that include adjustment of abilities to work, increased productivity, expansion of knowledge and insights, reduction of work boredom and coaching functions are able to significantly improve employee performance. Mutations that are designed and implemented appropriately can reduce the boredom and boredom experienced by employees due to monotonous work routines, increase work effectiveness by placing employees in positions that suit their competencies and interests, and encourage employees to adapt to new work environments and improve competencies through cross-functional or cross-unit learning. The adaptation and learning process that occurs during the mutation ultimately has a positive impact on various aspects of employee performance, including improving the quality of work due to the new perspective gained, increasing effectiveness in completing tasks, and strengthening work commitment because employees

feel that the organization pays attention to their development and well-being. These findings show that although mutations do not have a significant effect on career development in the context of long-term career planning, they still have an important and strategic role in improving performance directly through motivational renewal mechanisms, stagnation reduction, and optimization of employee placement.

These findings are supported by several empirical studies that identify the positive impact of mutations on employee performance in various organizational contexts. Research by Amin et al. (2025) proves that rotation, mutation, and promotion affect employee performance at the BPJS Employment Office Southeast Sulawesi Branch, where planned mutations are able to increase productivity and reduce employee work burnout. In line with that, Faradiba (2024) found that job promotions and job mutations affect the performance of employees in the administration department of RRI Jakarta, which shows that mutations can be an effective strategy to revitalize work morale and increase employee contributions. Furthermore, Subandi (2020) identified that position promotion, mutation, and motivation for achievement are effective efforts to improve the work performance of the State Civil Apparatus, where mutations combined with other human resource development strategies create a synergistic impact on performance. Research by Yuliza et al. (2021) also confirmed that work movements, job promotions, and compensation affect employee performance, which shows that employee mobility, including mutation, can improve organizational dynamics and individual performance. However, the research of Isabella and Widodo (2024) provides a more complex perspective by finding that the effect of mutations on employee performance is mediated by adaptability factors and work stress levels, where mutations that are not well planned or not accompanied by adequate organizational support can cause adaptation stress that actually decreases performance in the short term, so the effectiveness of mutations is highly dependent on employee readiness. clear communication about the purpose of the mutation, adequate orientation program, and support from superiors and colleagues in the new work unit.

The Influence of Career Development on Employee Performance

The results of the analysis prove that career development (Z) has a positive and significant effect on the performance of employees (Y) within the Situbondo Regency Government. These findings show that all career development indicators including clear career planning, structured individual career development programs, organizational support for career development, and a constructive performance feedback system have been proven to significantly improve all employee performance indicators. Employees who have clarity of career direction, understand the stages and requirements to reach a certain career path, and receive organizational support in the form of training, education, mentoring, and coaching tend to show much better quality and quantity of work, work with a higher level of effectiveness in utilizing organizational resources, and be able to work independently with greater initiative and responsibility. and have a high and consistent work commitment to achieving organizational goals. This happens because career development creates certainty for the future, increases intrinsic motivation to continue to grow, and gives deeper meaning to the work done on a daily basis, so that employees not only work to complete tasks but also to build meaningful long-term careers. These findings confirm that career development is a very important strategic factor in maintaining and improving employee performance in a

sustainable manner, as well as being an organization's long-term investment in building superior human resource capacity and capabilities.

The results of this study received very strong empirical support from various previous studies that confirmed the positive relationship between career development and employee performance in various sectors and organizational contexts. Research by Akmal et al. (2024) proves that career development, work environment, and workload affect job satisfaction and its impact on employee performance, where career development is a strong predictor of superior performance through the mediation of job satisfaction. In line with that, Ho et al. (2025) found a significant influence of career development on employee performance, which shows that organizational investment in career development provides high returns in the form of increased productivity and work quality. Furthermore, Mardinata et al. (2025) identified that career development and job training affect employee performance with work motivation as an intervening variable at the Pakan Rabaa Health Center, which indicates that career development not only has a direct impact but also through increasing employee work motivation. Research by Khaeruman and Mariam (2025) also confirms that career development strategies and work motivation are influential in improving employee performance through organizational commitment, which suggests that career development creates a strong psychological bond between employees and organizations. Similarly, Silitonga et al. (2025) prove the influence of job training and career development on employee performance, which confirms the importance of integration between training programs with a clear career development path. However, Nuriyah et al.'s (2022) research provides a more comprehensive perspective by finding that the influence of career development on the performance of Padang Health Center employees is also influenced by work environment and work discipline factors, which shows that the effectiveness of career development can be maximized if supported by conducive working conditions, a fair reward and punishment system, and an organizational culture that encourages continuous learning and development.

Indirect Influence of Job Promotion on Employee Performance Through Career Development

The results of the study show that the indirect influence of position promotion (X1) on employee performance (Y) through career development (Z) is not significant in the Situbondo Regency Government. This finding is quite interesting considering that position promotion has proven to have a strong and significant effect both on career development and on employee performance directly, but the mediation path through career development has not run optimally and effectively. This indicates that the performance improvements that occur as a result of job promotion are more influenced by direct motivational factors such as increased intrinsic and extrinsic motivation, increased responsibilities and higher job complexity, increased authority and autonomy in decision-making, as well as higher social recognition and status, than through formal career planning mechanisms. Structured individual career development programs, or an ongoing performance feedback system. In other words, promoted employees tend to improve their performance in direct response to the trust they are given, higher expectations from the organization, and greater responsibility, not because they follow a systematic and planned career development path. This condition indicates a gap or disintegration between the position promotion system and the career development system within the Situbondo Regency Government, where promotion is

perceived as a reward or recognition of past achievements, rather than as an integral part of a comprehensive long-term career development strategy.

These findings are supported by several studies that show the complexity of the relationship between job promotion, career development, and employee performance. Research by Rahadi et al. (2025) found that the influence of career development on subjective career success is mediated by career commitment and supported by perceived organizational support, indicating that the effectiveness of career development as a mediator is highly dependent on other contextual factors such as organizational support and individual commitment. In line with that, Aziedjo (2024) identified that the impact of career development on employee engagement and retention can vary depending on the program design and implementation, which suggests that career development does not automatically become an effective mediator if it is not properly designed and integrated with other HR management systems. Nevertheless, some studies show different results. Aini et al. (2020) found that employee competencies and job promotions have an effect on career development and employee performance with a pattern that indicates the existence of significant mediation pathways in certain contexts, indicating that the effectiveness of career development mediation can vary depending on the characteristics of the organization and the management system applied. Meanwhile, Setyawati et al. (2024) identified that career development, motivation, and promotion have a simultaneous effect on employee performance, but did not explicitly test the mediating role of career development, suggesting that the relationship between these variables is complex and multidimensional. The insignificance of the indirect influence in this study can be explained by several factors, including: (1) the career development system that has not been optimally integrated with the position promotion system, (2) the lack of a structured and sustainable career development program after promotion, (3) the short-term orientation in human resource management that focuses more on filling positions than long-term capacity development, and (4) lack of clear communication about career paths and requirements to reach a specific career path after a promotion has been granted.

Indirect Influence of Work Experience on Employee Performance Through Career Development

The results of the analysis prove that the indirect influence of work experience (X2) on employee performance (Y) through career development (Z) is not significant within the Situbondo Regency Government. These findings show that although work experience has a positive and significant effect on both career development and employee performance directly, career development has not yet functioned as an effective mediation mechanism in linking work experience with employee performance. This indicates that work experience has a more direct impact on performance improvement through the accumulation of tacit knowledge, improvement of technical and operational skills, better mastery of work procedures, and problem-solving skills honed through experience in various work situations, rather than through formal career development pathways that include career planning, individual development programs, or structured performance feedback systems. In other words, experienced employees are able to work better and more effectively even without the support of a structured and comprehensive career development system, because they have developed competencies and expertise through informal learning, observation, trial and error, and the accumulation of practical experience in carrying out daily tasks. This condition

indicates that the competency development that occurs in experienced employees is more organic and bottom-up than planned and top-down, so that the existing formal career development system has not been able to capture, recognize, and facilitate the development that occurs naturally, which ultimately makes career development not a significant path in connecting work experience with employee performance.

These findings are in line with several studies that show the complexity of the relationship between work experience, career development, and employee performance. Research by Sulaikah et al. (2021) found that the influence of work experience and managerial competence on employee performance is mediated by psychological well-being and social support, rather than through formal career development, indicating that the mediating pathway between work experience and performance can vary depending on the context and psychosocial factors within the organization. Correspondingly, Li et al. (2025) identified that the factors that influence career development can differ between individuals with different characteristics and experiences, suggesting that the relationship between work experience and career development is not always linear or direct. Nevertheless, some studies show different results in certain contexts. Hasmi et al. (2025) found that career development and work experience affect employee performance at ULTG Parepare with a pattern that shows a synergy between the two variables, although it does not explicitly test the effect of mediation, which indicates that in organizations with a good career development system, work experience can be better integrated with formal career development paths. Meanwhile, Sakti and Fadilah (2025) identified that work experience and employee career development have an effect on employee performance in the hospitality industry, but did not explain whether career development mediates the relationship between work experience and performance. The insignificance of the indirect influence in this study can be explained by several factors, including: (1) a career development system that has not formally recognized work experience as a capital for career development, (2) the lack of a competency certification program or recognition of prior learning that can link work experience with a formal career path, (3) the orientation of a career development system that focuses more on formal education and structured training Compared to practical experience, (4) the gap between competencies developed through work experience and formal requirements for career development, and (5) the lack of mechanisms that facilitate the transfer of knowledge and skills gained from work experience into systematic and planned career development programs.

Indirect Influence of Mutations on Employee Performance Through Career Development

The results of the study showed that the indirect influence of mutation (X3) on employee performance (Y) through career development (Z) was not significant in the Situbondo Regency Government. These findings are consistent with previous results that show that mutations do not have a significant effect on career development, so logically career development cannot be an effective mediator in linking mutations to employee performance. This confirms that mutation has not been optimally integrated with the existing career development system in the organization, both in terms of planning, implementation, and evaluation. Mutation in practice functions more as a tool for organizational structuring, workload redistribution, refreshment of the work atmosphere, or even as a form of coaching or administrative sanctions that have a direct impact on work effectiveness, reducing burnout,

and strengthening employee work commitments, but have not been able to strengthen performance through systematic and planned career development paths. In other words, when employees are mutated, the performance improvements that occur are more of a direct response to a change in the work environment, new challenges, or the need to adapt to different tasks and colleagues, rather than because the mutation is designed as part of a long-term career development strategy that provides opportunities to develop cross-functional competencies, expand professional networks, or prepare employees for a different career path higher. These findings are an important and strategic note for the Situbondo Regency Government to align the mutation policy with a more planned, structured, and sustainable career development system, so that mutation not only serves as an administrative instrument but also as an integral part of a comprehensive human resource development strategy.

These findings are supported by several studies that show the complexity and variation of the impact of mutations on employee performance and career development. Research by Isabella and Widodo (2024) found that the effect of mutations on employee performance depends heavily on adaptability factors and work stress levels, not on the career development system, which indicates that mutations affect performance through psychological mechanisms and individual adaptation, rather than through formal career development pathways. In line with that, Amin et al. (2025) identified that rotation, mutation, and promotion affect employee performance at the BPJS Employment Office Southeast Sulawesi Branch, but the effect of mutation is more direct and not through career development mediation, which shows that in practice mutation has not been integrated with a comprehensive career development system. Faradiba (2024) also found that job promotions and job mutations affect employee performance, but do not explain the role of career development as mediators, indicating that the relationship between mutation and performance is more direct than through career development pathways. However, Subandi's (2020) research provides a different perspective by finding that position promotions, mutations, and motivation for achievement can be an effective effort to improve the work performance of the State Civil Apparatus when integrated in a comprehensive HR management system, which suggests that the potential for mutations to contribute to career development and performance is highly dependent on the design of the system and its implementation. The insignificance of the indirect influence in this study can be explained by several critical factors, including: (1) the mutations carried out are more reactive and administrative than proactive and strategic in the context of career development, (2) lack of clear communication about the goals and benefits of mutations for employee career development, (3) the absence of adequate post-mutation orientation, mentoring, or coaching programs to ensure that employees can optimize development opportunities from new placements, (4) a career development system that does not yet recognize cross-functional or cross-unit experience as capital for career advancement, (5) a lack of long-term planning that links mutations to specific career paths, and (6) a short-term orientation in mutation management that focuses more on organizational operational needs than on the long-term development of individual employees' capacities. Therefore, it is necessary to reorient the mutation policy that is more strategic and integrated with the career development system to maximize its positive impact on employee performance.

CONCLUSION

Based on the findings of the research that have been described in Chapter IV, the conclusions in this study are as follows:

1. The test results prove that promotion has a positive and significant effect on the career development of Situbondo Regency Government employees. This means that the more objective and transparent the merit-based promotion system, the clearer the career planning, the wider the individual development opportunities, the stronger the organizational support, and the more constructive the performance feedback received by employees.
2. The test results prove that work experience has a positive and significant effect on the career development of Situbondo Regency Government employees. This means that the longer the working period, the higher the level of knowledge and skills, and the better the mastery of work and equipment, the more optimal the employee will understand the career direction, manage career development independently, and utilize organizational support for sustainable career development.
3. The test results prove that mutations do not have a significant effect on the career development of Situbondo Regency Government employees. This means that the mutation policy implemented has not been integrated with a clear career planning system and has not been perceived by employees as a strategic means for long-term career development, so it is more administrative and operational.
4. The test results prove that promotion has a positive and significant effect on the performance of employees of the Situbondo Regency Government. This means that fair and merit-based job promotion is able to improve the quality of work, quantity of work, punctuality, effectiveness, independence, and work commitment of employees through increased motivation, responsibility, and greater authority.
5. The test results prove that work experience has a positive and significant effect on the performance of employees of the Situbondo Regency Government. This means that the accumulation of knowledge, skills, and job mastery gained through work experience allows employees to work more effectively, efficiently, independently, and have a stronger work commitment to achieving organizational goals.
6. The test results prove that mutations have a positive and significant effect on the performance of Situbondo Regency Government employees. This means that the right mutation is able to reduce work burnout, increase effectiveness through adjustment of abilities to work, expand cross-functional knowledge, and encourage adaptation which ultimately improves work quality, effectiveness, and employee commitment.
7. The test results prove that career development has a positive and significant effect on the performance of employees of the Situbondo Regency Government. This means that the clearer the career planning, the more structured the individual development program, the stronger the organizational support, and the more constructive the performance feedback, the higher the quality, quantity, effectiveness, independence, and work commitment of employees.
8. The test results prove that promotion does not have a significant effect on employee performance through career development in the Situbondo Regency Government. This means that the increase in performance due to promotion is more influenced by direct motivation, responsibility, and greater authority, not through formal career development

mechanisms that show that there is a gap between the promotion system and the career development system.

9. The test results prove that work experience does not have a significant effect on employee performance through career development in the Situbondo Regency Government. That is, work experience improves performance directly through the accumulation of practical knowledge and skills, rather than through formal career development pathways, which indicates that career development systems have not yet recognized and facilitated informal learning from work experience.
10. The test results prove that mutation does not have a significant effect on employee performance through career development in the Situbondo Regency Government. This means that mutation improves performance directly through organizational refreshment and reduction of saturation, but it has not been integrated with a planned career development system, so it is necessary to align mutation policies with a more comprehensive and sustainable career development strategy.

Suggestions

Based on the conclusions of the research that has been described, here are some research suggestions that can be done:

1. Theoretical Suggestions
 - a. Further research needs to develop a more comprehensive theoretical model by integrating moderation variables such as organizational culture, supervisor support, and organizational commitment that can strengthen or weaken the relationship between job promotion, work experience, and mutations to career development and employee performance. This integrative model is expected to explain the more complex mechanisms of how HR management policies interact with organizational contextual factors in influencing the career development and performance of public sector employees.
 - b. Given that career development has not been proven to be a significant mediator between job promotion, work experience, and mutations on employee performance, future research needs to explore alternative mediating variables such as work motivation, job satisfaction, employee engagement, or organizational commitment that may be more effective in explaining the indirect mechanisms of influencing HR policies on performance. This approach will enrich a theoretical understanding of the psychological and organizational pathways that link HR management practices to performance outcomes in the context of the public sector.
2. Practical Advice
 - a. The Situbondo Regency Government needs to design a structured post-promotion career development program, including a new position orientation program, mentoring from senior officials, coaching for leadership competency development, and technical and managerial training tailored to the needs of the position. The program must be equipped with a clear Individual Development Plan (IDP) for each employee who is promoted, so that the promotion not only serves as a reward but also as a starting point for sustainable career development that is targeted and measurable.
 - b. The mutation policy needs to be redesigned from an administrative approach to a strategic approach based on competency development, by developing a clear career path that connects mutations to career development stages, providing adequate

orientation and mentoring programs for mutated employees, and ensuring that each mutation has explicit development goals. Organizations also need to develop a system of documentation and recognition of cross-functional competencies acquired through mutation, so that experience in various work units can be valuable capital for employee career advancement.

3. Policy Suggestions

- a. The Situbondo Regency Government needs to develop a comprehensive and integrated Grand Design of the ASN Employee Career Management System, which includes career path mapping for each type of position, competency standards for each career level, an objective and sustainable performance assessment mechanism, and a systematic development program. *This grand design* must be equipped with strong regional regulations in the form of Regent Regulations on Employee Career Management, a digital-based career management information system that can be accessed by all employees, as well as adequate budget commitments for the consistent and sustainable implementation of career development programs.
- b. The Situbondo Regency Government needs to build a robust monitoring and evaluation system to measure the effectiveness of the implementation of promotion, mutation, and career development policies on employee performance periodically. This system should include a 360-degree feedback mechanism involving superiors, co-workers, and subordinates in performance appraisals, employee satisfaction surveys with career development systems, and an analysis of the impact of HR policies on organizational productivity, the results of which are used as a basis for continuous policy improvement to ensure that every investment in HR development yields *a return* optimal for improving organizational performance and employee welfare.

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