



Job Rotation, Job Promotion, and Employee Performance: Does Job Satisfaction Matter?

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Abstract

Understanding the elements that affect employee performance is essential for organizations seeking to sustain productivity and preserve their competitive edge. This research investigates how job rotation and job promotion influence employee performance, with job satisfaction serving as the mediating factor, focusing on employees of PT. BPR BKK Jateng. A total of 140 employees took part as respondents, and the data were processed through Structural Equation Modeling using the Partial Least Squares (SEM-PLS) approach. The findings reveal that job rotation and job promotion both exert significant positive impacts on employee performance, with job satisfaction acting as a partial mediator in these relationships. All proposed hypotheses were supported, confirming that fair, transparent, and motivating organizational practices enhance employee satisfaction and performance. Job promotion was found to have a greater direct effect ($\beta = 0.538$) on job satisfaction compared to job rotation ($\beta = 0.315$). However, job rotation was found to have the greatest direct effect ($\beta = 0.361$) on employee performance, compared to job promotion ($\beta = 0.237$) and job satisfaction ($\beta = 0.311$). These results emphasize the vital role of strategic human resource practices in promoting a motivated and high-performing workforce.

Keywords: *Job Rotation, Job Promotion, Job Satisfaction, Employee Performance*

INTRODUCTION

Intense competition driven by the rapid wave of globalization is a challenge faced by industries across the world (Japiana & Keni, 2022). The existence of this competition makes the company face various opportunities and threats (Waliuddin & Umar, 2022). Companies need to continuously redesign work to align with their business strategy and improve organizational performance (Priatna et al., 2022). This is where HRD has an important role. The role of human resources has a very high contribution value in managing company resources effectively and efficiently (Hilman et al., 2022). The organization's success or failure in achieving its performance goals is determined by the level of employee performance, both at the individual and group levels (Priatna et al., 2022).

These phenomena are closely related to the *Sustainable Development Goals* (SDG 8) concerning "Decent Work and Economic Growth" (UN, 2019), which emphasizes the importance of creating fair, productive, and inclusive workplaces. In line with Indonesia's *Asta Cita* particularly the fourth goal of realizing high-quality, productive, and competitive human resources (RPJPN, 2025), Organizations are expected to implement effective human resource management strategies.

However, in a business environment filled with challenges, enhancing employee performance is not easy, as demonstrated by PT. BPR BKK Jateng. The company's initiatives to boost performance through job rotation and promotion have not yielded a substantial impact on overall employee outcomes. Despite implementing job rotation and promotion programs, management has observed that these initiatives have not yet produced substantial improvements in overall

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employee performance. This perceived stagnation is based on preliminary managerial observations and internal evaluations rather than formal longitudinal performance analysis. Such observations suggest a potential gap between the intended objectives of HR practices and their realised outcomes, warranting further empirical investigation.

Employee performance is a key factor in determining the overall performance of a company (Indrayani et al., 2023). Performance is a central focus in human resource management, with companies striving to enhance it to the highest level in order to achieve their established goals (Sutrisno, 2022). Good performance is that which is able to achieve company goals, so that performance improvement is really needed by a company (Saman, 2020). Job rotation is regarded as an effective strategy for enhancing employee performance, motivation, and commitment (Shamsi, 2021).

Job rotation is recognized as a crucial aspect of Human Resource Management, as the effectiveness of human resources relies on the development of an individual's role in alignment with their potential and personal characteristics (Zin & Ibrahim, 2021). It is expected that job rotation can alleviate work monotony and foster a more dynamic organizational environment, which in turn enhances job satisfaction and boosts employee performance (Ngatimun, 2023). The link between job rotation and motivation serves as a key driver in shaping employee performance and supporting organizational sustainability (Ukoette & Ukoette, 2024). Although the importance of job rotation is widely recognized, there remains a substantial gap in the existing literature.

Several previous research findings state that job rotation is one of the factors that influences employee performance (Shamsi, 2021; Suleman et al., 2022). However, several other research findings state that job rotation does not affect employee performance (Dewi et al., 2024; Ngatimun, 2023). The difference in findings from previous research was concluded as a research gap, so it was concluded that further research was needed regarding the influence of job rotation and employee performance.

Another factor that has an influence on employee performance is job promotion. Promotion presupposes the existence of a hierarchical position within the organization that allows new employees to pursue a career path from the bottom up (Madugu & Ogundeji, 2023). Promotion refers to the advancement of an employee from their previous position, involving greater responsibilities, higher status, and typically accompanied by increased wages, salaries, or other benefits (Garba & Idris, 2021). Employees' abilities increase with promotion as they face more challenging tasks, giving them experience (Kathina & Bula, 2021).

Prior literature has found that with employee promotions, their performance will increase (Madugu & Ogundeji, 2023; Otto et al., 2022). However, several other research findings state that job promotion does not affect employee performance (Ali et al., 2021). This kind of research gap is also found in this relationship, so it is necessary to carry out further research to confirm the results of previous research.

Job satisfaction is a crucial factor for contemporary organizations and businesses, as it is closely connected to overall employee performance (Ali et al., 2021). Organizations continuously monitor employee job satisfaction to remain competitive in the global era. Enhancing job satisfaction among employees can lead to improved performance (Siswanto & Yuliana, 2022). This highlights why employee job satisfaction is considered highly important, particularly for supporting organizational performance in the competitive landscape of globalization (Aisyah et al., 2021). However, in the relationship between these variables, a research gap was also found, where several researchers stated that there was a significant relationship (Indrayani et al., 2023; Susanto et al., 2022), while several other researchers stated the opposite (Nugroho et al., 2023). The banking sector also implements job rotation practices to motivate employees, enhance their performance, and support organizational development (Shamsi, 2021). The banking sector plays a crucial role in

shaping the financial infrastructure of a country or region. Even though the role they have is quite vital, it doesn't mean they are free from problems. One of them is PT. BPR BKK Jateng.

The situation at PT. BPR BKK Jateng highlights a discrepancy between human resource management policies and the anticipated outcomes in employee performance. Although job rotation and promotion programs have been implemented to develop competencies and enhance performance, the results have not shown significant improvement. As a regional banking institution that plays an important role in supporting the local economy but faces performance stagnation amid industry competition, PT. BPR BKK Jateng provides a relevant context for examining the gap between theoretical expectations and empirical realities regarding the effectiveness of job rotation and promotion in improving employee performance.

Variables such as job rotation and job promotion are often used to investigate employee performance. This study has several points of interest, as the variables examined are considered relevant and valuable in providing insights for companies, particularly in the banking sector, which requires high employee performance and is closely related to job rotation and promotion. Therefore, this study can guide companies in developing strategies that align with employees' preferences and expectations to enhance performance. Another notable aspect is that the researcher identified inconsistencies in previous studies concerning the relationships among the variables under investigation. The identification of these research gaps motivated this study to re-examine the connections between the variables. Additionally, job satisfaction is included as a mediating variable to further investigate its role in linking the effects among the variables studied.

This study aims to examine the effects of job rotation and job promotion on employee performance at PT BPR BKK Jateng, with job satisfaction positioned as a mediating variable. Specifically, the study investigates the impact of job rotation on job satisfaction and employee performance, as well as the impact of job promotion on job satisfaction and employee performance. In addition, the study analyzes the direct effect of job satisfaction on employee performance. Furthermore, this research explores the mediating role of job satisfaction in the relationships between job rotation and employee performance and between job promotion and employee performance. By addressing these objectives, the study seeks to provide a more comprehensive understanding of how human resource practices influence employee performance both directly and indirectly through job satisfaction.

This study is expected to contribute both theoretically and practically to the literature on human resource management and employee performance. From a theoretical perspective, this Research extends Social Exchange Theory by demonstrating that different human resource practices, namely job rotation and job promotion, operate through distinct exchange mechanisms. While job rotation primarily functions as a developmental exchange that enhances competencies and task-related capabilities, job promotion operates as a recognition-based exchange that strengthens socio-emotional rewards. By empirically positioning job satisfaction as a mediating mechanism, this study clarifies how organisational investments are translated into employee performance, thereby helping reconcile inconsistencies in prior empirical findings on the direct effects of job rotation and promotion on performance.

From a practical perspective, the findings provide actionable insights for managers, particularly in the banking sector and similar regulated organisational contexts. The results suggest that job rotation should be designed as a competency-aligned developmental strategy to generate immediate performance gains. In contrast, job promotion should be implemented as a transparent and fair recognition system to enhance job satisfaction and sustain long-term performance. These insights help organisations align human resource policies with employee expectations, enabling more effective use of job rotation and promotion programs to improve performance outcomes.

LITERATURE REVIEW

Theoretical and Empirical Synthesis Based on Social Exchange Theory

Social Exchange Theory (SET) provides a robust theoretical lens for understanding how organizational practices shape employee attitudes and behaviors through reciprocal relationships. SET posits that employees evaluate organizational actions such as job rotation and promotion based on perceived fairness, support, and rewards, and reciprocate these treatments through positive attitudes, including job satisfaction, and behaviors such as enhanced performance. Within this framework, job rotation and job promotion function as organizational investments, while job satisfaction and employee performance represent employees' reciprocal responses. Social exchange theory encompasses a series of interactions that generate reciprocal obligations (Emerson, 1976), as individuals feel obliged to reciprocate positive attitudes and behaviors when they receive care and respect (Blau, 2017). The key to this theory is the concept of exchange connections. These connections are defined as one exchange relationship that facilitates or hinders another exchange relationship. This concept focuses on relatively enduring interactions between specific actors and behavioral variables, both in type and magnitude, over the life of the relationship (Cook & Rice, 2006). Social Exchange Theory (SET) was selected because it illustrates how organizational practices, including job rotation and promotion, impact employee job satisfaction, which subsequently influences performance.

Job Rotation, Job Satisfaction, and Employee Performance

The literature generally indicates that job rotation contributes positively to employee development by reducing job monotony, increasing skill variety, and enhancing learning opportunities (Shamsi, 2021; Liang et al., 2023). Numerous studies report that job rotation enhances job satisfaction by signaling organizational concern for employee growth and competence development (Agustian & Rachmawati, 2021; Suleman et al., 2022; Yusof et al., 2023). From a SET perspective, these developmental opportunities are perceived as socio-emotional rewards, strengthening employees' sense of obligation to reciprocate with positive attitudes toward their work and organization.

However, empirical findings regarding the direct effect of job rotation on employee performance remain inconsistent. While several studies demonstrate a significant positive relationship (Shamsi, 2021; Widodo et al., 2024; Helaudho et al., 2024), others report insignificant or weak effects (Ngatimun, 2023; Dewi et al., 2024). These contradictions suggest that job rotation does not automatically translate into improved performance outcomes. SET explains this inconsistency by emphasizing employees' subjective evaluations of exchange quality. When job rotation is perceived as fair, developmental, and aligned with employees' competencies, it strengthens the exchange relationship and enhances performance. Conversely, when rotation is perceived as disruptive or misaligned, the exchange weakens, limiting performance gains.

Importantly, studies that incorporate job satisfaction as a mediating variable report more consistent findings, indicating that job rotation improves performance primarily by enhancing job satisfaction (Suleman et al., 2022; Widiastutik et al., 2022; Helaudho et al., 2024). This evidence positions job satisfaction as a critical mechanism through which job rotation influences employee performance within the social exchange process.

Job Promotion, Job Satisfaction, and Employee Performance

Compared to job rotation, the relationship between job promotion and job satisfaction shows stronger empirical convergence. Job promotion is widely recognized as a tangible form of organizational recognition that conveys trust, fairness, and appreciation (Garba & Idris, 2021; Madugu & Ogundeji, 2023). Numerous studies confirm that fair and transparent promotion

practices significantly enhance job satisfaction (Otto et al., 2022; Nasar et al., 2023; Trihudiyatmanto & Maesaroh, 2023). Within SET, promotion represents a high-value reward that strengthens perceived organizational support and reinforces employees' reciprocal commitment.

Nevertheless, evidence regarding the direct impact of job promotion on employee performance is more mixed. While several studies report a positive relationship, attributing improved performance to increased responsibility and motivation (Kathina & Bula, 2021; Tasman et al., 2021; Aloufi et al., 2025), other studies identify weaker or insignificant effects (Ali et al., 2021). These inconsistencies suggest that promotion alone may not be sufficient to sustain performance improvements, particularly when role demands increase without adequate support.

SET helps reconcile these findings by highlighting job satisfaction as a mediating mechanism. Empirical studies increasingly demonstrate that promotion enhances employee performance indirectly through job satisfaction (Putra et al., 2021; Nasar et al., 2023; Merlinda et al., 2025). When promotions are perceived as fair and rewarding, employees experience higher satisfaction, which motivates reciprocal performance-enhancing behaviors. In contrast, promotions perceived as inequitable or overly demanding may fail to generate sufficient satisfaction to sustain performance gains.

Job Satisfaction as a Central Exchange Mechanism

Across the literature, job satisfaction consistently emerges as a key determinant of employee performance (Indrayani et al., 2023; Rana et al., 2022; Susanto et al., 2022). Satisfied employees are more likely to demonstrate higher motivation, engagement, and discretionary effort, reflecting a strong reciprocal response to positive organizational treatment. From a SET perspective, job satisfaction reflects employees' overall evaluation of the exchange relationship with the organization, encompassing both economic and socio-emotional rewards (Blau, 2017).

Notably, inconsistencies in prior findings regarding the direct effects of job rotation and promotion on performance can be largely attributed to variations in job satisfaction. Studies that explicitly model job satisfaction as a mediating variable tend to yield more theoretically coherent and empirically robust results (Suleman et al., 2022; Utomo et al., 2025). This underscores job satisfaction's central role as the psychological mechanism translating HR practices into performance outcomes. Job rotation, often referred to as cross-training, enables employees to acquire a range of job-related skills within different departments or units over a designated period. It is also considered an effective strategy for expanding and enriching job responsibilities (Liang et al., 2023). The practice of job rotation is carried out to provide potential and capable workers with the opportunity to gain more understanding of how the business works, and to develop job satisfaction and reduce fatigue by performing various tasks (Shamsi, 2021). Grounded in Social Exchange Theory, the hypothesis that job rotation positively affects employee job satisfaction is based on the idea that equitable and thoughtfully implemented rotation strengthens employees' sense of being valued, leading to higher satisfaction levels. Several studies have proven that job rotation has an influence on job satisfaction (Agustian & Rachmawati, 2021; Arta et al., 2023; Hidayati et al., 2024; Suleman et al., 2022; Yusof et al., 2023).

H1. Job Rotation has a positive effect on Job Satisfaction.

Job rotation programs affect employee performance and have a big impact if the plan is in line with the company's goals and targets (Shamsi, 2021). Based on Social Exchange Theory, the hypothesis that job rotation positively influences employee performance is formulated on the premise that fair and well-managed rotation enhances employees' perceived support and engagement, leading to improved performance. Several studies have proven that job rotation has an influence on job satisfaction (Helaudho et al., 2024; Nhu & Lam, 2025; Shamsi, 2021; Suleman et

al., 2022; Widodo et al., 2024). The hypothesis is formulated as follows, based on existing literature:

H2. Job Rotation has a positive effect on Employee Performance

Job Promotion (JP)

Job promotion represents a positive advancement for an employee, as it reflects the company's recognition of their performance and capabilities (Nasar et al., 2023). Employees' abilities increase with job promotions as they face more challenging tasks that give them experience (Kathina & Bula, 2021). An employee's promotion in the organizational hierarchy, usually with increased responsibilities and rank, as well as a better compensation package (Garba & Idris, 2021). This condition brings satisfaction to the employees. Grounded in Social Exchange Theory, the hypothesis that job promotion positively affects employee job satisfaction is based on the idea that equitable and merit-based promotions foster a sense of value and reciprocity, thereby increasing overall job satisfaction. Several studies have proven that job promotion has an influence on job satisfaction (Madugu & Ogundeji, 2023; Nasar et al., 2023; Otto et al., 2022; Trihudyatmanto & Maesaroh, 2023; Utomo et al., 2025). The hypothesis is formulated as follows, based on existing literature:

H3. Job Promotion has a positive effect on Job Satisfaction.

Job promotions have a positive impact on employee performance because they encourage increased responsibility, skill development, work experience, and motivation through new challenges and additional benefits (Kathina & Bula, 2021). Grounded in Social Exchange Theory, the hypothesis that job promotion has a positive impact on employee performance assumes that equitable and transparent promotion practices strengthen employees' commitment and motivation, resulting in higher performance. Job Promotion has been shown in the past by many studies to have a considerable effect on employee performance (Aloufi et al., 2025; Kathina & Bula, 2021; Nasar et al., 2023; Pane et al., 2025; Tasman et al., 2021). Following previous literature, we present the following hypothesis below:

H4. Job Promotion has a positive effect on Employee Performance.

Job Satisfaction (JS)

Job satisfaction refers to the positive attitudes or emotional responses that individuals experience toward their job or specific aspects of it (Yarim, 2021). Job satisfaction is the combination of an individual's attitudes, feelings, and experiences related to their work, which collectively influence their performance (Latifah et al., 2023). Enhancing employee job satisfaction can lead to improvements in performance, service quality, organizational commitment, satisfaction among external stakeholders, and organizational citizenship behavior (Siswanto & Yuliana, 2022). According to Social Exchange Theory, the hypothesis that job satisfaction positively influences employee performance is based on the notion that when employees feel valued and supported by the organization, they are motivated to respond with increased performance. Several studies have proven that job satisfaction has an influence on employee performance (Indrayani et al., 2023; Madugu & Ogundeji, 2023; Nurhasanah et al., 2025; Rana et al., 2022; Susanto et al., 2022). Following previous literature, we present the following hypothesis below:

H5. Job Satisfaction has a positive effect on Employee Performance.

Organizations seeking to enhance employee performance should ensure that rotation practices foster job satisfaction by providing fair opportunities for growth, recognition, and career development, which in turn lead to improved performance (Suleman et al., 2022). An increase in employee job satisfaction can enhance performance, service quality, organizational commitment,

satisfaction among external stakeholders, and organizational citizenship behavior (Siswanto & Yuliana, 2022). Grounded in Social Exchange Theory, the hypothesis that job rotation influences employee performance through job satisfaction is based on the notion that rotational opportunities enhance employees' skills and satisfaction, which in turn motivate them to perform better. Several studies have proven that job satisfaction has a mediating factor between job promotion influence on employee performance (Arta et al., 2023; Helaudho et al., 2024; Suleman et al., 2022; Utomo et al., 2025; Widiastutik et al., 2022). Following previous literature, we present the following hypothesis below:

H6. Job Rotation has a positive effect on Employee Performance through Job Satisfaction.

Job promotion and job satisfaction are critical components of employee well-being and organizational success (Utomo et al., 2025). Promotion signifies the organization's trust and recognition of an employee's abilities and skills to assume a higher position. As a result, promotion provides greater social status, authority, responsibility, and compensation. A key objective of promotion is to cultivate personal satisfaction and pride, which can subsequently improve performance (Nasar et al., 2023). Based on Social Exchange Theory, the hypothesis that job promotion affects employee performance through job satisfaction assumes that equitable promotion practices foster employee satisfaction, which in turn motivates higher performance. Several studies have proven that job satisfaction is a mediating factor between job promotion influence on employee performance (Merlinda et al., 2025; Nasar et al., 2023; Putra et al., 2021; Trihudyatmanto & Maesaroh, 2023; Utomo et al., 2025). Following previous literature, we present the following hypothesis below:

H7. Job Promotion has a positive effect on Employee Performance through Job Satisfaction.

RESEARCH METHOD

The conceptual framework utilized in this study serves to systematically analyze the interrelationships among the key constructs being investigated. This study employed a quantitative research approach to test the hypotheses. This online questionnaire was developed using several indicators adapted from previous studies. The indicators for Job Rotation (JR) were adapted from Gusmiati et al. (2024), consisting of abilities, interests, experiences, and education. The indicators for Job Promotion (JP) were also adapted from Gusmiati et al. (2024), including fairness, transparency, and motivation generated. The indicators for Job Satisfaction (JS) were derived from Luthans et al. (2011) and Lee et al. (2017), covering the job itself, payment, supervision, and co-workers. Meanwhile, the indicators for Employee Performance (EP) were adapted from Permadi et al. (2018) and Pujiono et al. (2020), consisting of work quality, work quantity, punctuality, effectiveness, independence, and desire to develop.

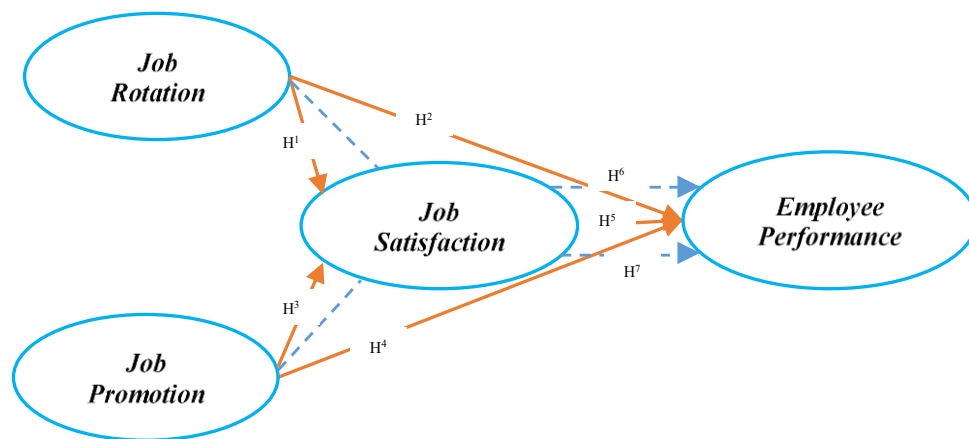


Figure 1. Conceptual Framework

Research Design

This study adopts a quantitative research design, as it seeks to test hypothesized causal relationships among job rotation, job promotion, job satisfaction, and employee performance. An explanatory design is appropriate because the study aims not merely to describe phenomena but to explain the direction and strength of relationships between variables based on theoretical assumptions derived from Social Exchange Theory. Hypothesis testing was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM), which is suitable for predictive-oriented causal analysis involving multiple constructs and mediation effects.

Population and Research Context

The population of this study comprises all regional office employees of PT BPR BKK Jateng, totaling 216 employees. This organization was selected due to its active implementation of job rotation and job promotion practices, making it a relevant empirical context for examining the proposed causal relationships between human resource practices, job satisfaction, and employee performance.

Sampling Technique and Sample Size

This study employed a probability sampling approach using simple random sampling, whereby each employee in the population had an equal opportunity to be selected as a respondent. Simple random sampling was chosen to minimize selection bias and to enhance the representativeness of the sample in relation to the target population. The sample size was determined using the Slovin formula, which is appropriate when the population size is known and the researcher seeks to control sampling error under conditions of limited population variability. With a population of 216 employees and a margin of error of 5%, the minimum required sample size was calculated to be 140 respondents. In addition to the Slovin calculation, the adequacy of the sample size was evaluated in relation to PLS-SEM requirements. According to the 10-times rule, the minimum sample size should be at least ten times the maximum number of structural paths directed at any endogenous construct. In this model, the most complex endogenous construct (employee performance) has three incoming paths (job rotation, job promotion, and job satisfaction), indicating a minimum requirement of 30 observations. Therefore, the final sample size of 140 respondents exceeds this threshold and is considered sufficient to ensure statistical power and model stability in PLS-SEM analysis.

A five-point Likert scale was utilized for item measurement, as it allows respondents to express their level of agreement more easily and provides reliable data for statistical analysis. This scale is widely used in social science research to measure perceptions and attitudes because it offers an optimal balance between response simplicity and measurement sensitivity (Hair et al., 2019; Joshi et al., 2015; Taherdoost, 2019). For job rotation, sample items include: 'I am assigned to different job roles that match my abilities and experience' and 'Job rotation in this organization helps me develop new skills.' For job promotion, example items include: 'Promotion decisions in this organization are conducted fairly' and 'Promotion opportunities motivate me to improve my performance.' Job satisfaction was measured using items such as: 'I am satisfied with my current job' and 'I am satisfied with the supervision I receive from my superior.' Employee performance was assessed through items including: 'I consistently complete my work on time' and 'The quality of my work meets organizational standards'

The target population for the study comprised regional office employees of PT BPR BKK Jateng. Banking employees were selected as the study subjects due to their strong association with job rotation and job promotion, making them well-positioned to provide representative responses.

To account for uncertainty in sample size, the number of samples required can be determined using the Slovin formula.

$$n = N / (1 + (N \times e^2))$$

$$n = 216 / (1 + (216 \times 0,05^2))$$

n = 140,25 rounded to 140 samples as a minimum sample.

Partial Least Squares–Structural Equation Modeling (PLS-SEM) was employed in this study due to its strong suitability for prediction-oriented and explanatory research models, particularly those involving multiple latent constructs and mediating relationships. Unlike covariance-based SEM, PLS-SEM focuses on maximizing the explained variance of endogenous constructs, making it appropriate for studies that aim to predict key outcomes such as employee performance rather than to confirm a well-established theory. In addition, PLS-SEM is well suited for analyzing complex structural models with mediation effects, as it can efficiently estimate both direct and indirect relationships simultaneously.

Methodologically, PLS-SEM is advantageous in contexts where data distribution may deviate from multivariate normality and where sample sizes are small to medium, conditions commonly encountered in organizational and human resource research. Given the final sample size of 140 respondents and the use of perceptual survey data, PLS-SEM provides robust parameter estimation without requiring strict normality assumptions. Furthermore, PLS-SEM allows for flexible model specification and reliable estimation of latent constructs measured by multiple indicators, thereby enhancing the predictive accuracy and explanatory power of the proposed model. For these reasons, PLS-SEM was considered the most appropriate analytical technique for testing the hypothesized causal relationships and mediation effects in this study.

FINDINGS AND DISCUSSION

A total of 140 questionnaires were distributed. The data were analyzed using Smart PLS (Partial Least Squares) in three stages: the outer model (to test validity and reliability), the inner model (to examine structural relationships), and hypothesis testing (to assess the significance of relationships). The study considered three respondent characteristics: gender, age, and years of service. Table 1 presents a summary of how these respondents' attributes were categorized.

Table 1. Respondents' Characteristics

Gender	Frequency	Percentage
Men	66	47,1 %
Women	74	52,9 %
Age		
20 – 25	9	6,4 %
26 – 30	15	10,7 %
31 – 35	26	18,6 %
36 – 40	39	27,9 %
41 – 45	37	26,4 %
>45	14	10,0 %
Years of service		
< 5	30	21,4 %
5 – 10	16	11,4 %
11 – 15	42	30,0 %
16 – 20	39	27,9 %
> 20	13	9,3 %

Source: Primary Data (2025)

Descriptive Statistics Results

Table 2. Descriptive Statistics of Research Variables

Variable	Number of Items	Mean	Standard Deviation
Job Rotation (JR)	8	3.87	0.61
Job Promotion (JP)	6	3.92	0.58
Job Satisfaction (JS)	7	3.95	0.56
Employee Performance (EP)	10	4.01	0.54

Source: Primary Data (2024)

Table 2 presents the descriptive statistics of the study variables. The results indicate that all constructs have mean values above the midpoint of the scale, suggesting generally positive perceptions among respondents. Employee performance shows the highest mean score ($M = 4.01$, $SD = 0.54$), indicating that employees perceive their performance level as relatively high. Job satisfaction ($M = 3.95$, $SD = 0.56$) and job promotion ($M = 3.92$, $SD = 0.58$) also demonstrate favorable evaluations, while job rotation records a slightly lower mean ($M = 3.87$, $SD = 0.61$). The relatively low standard deviation values across variables suggest a moderate level of response consistency among respondents.

Convergent Validity

The outer loading value for all research constructs should be above 0.7 (Hair et al., 2017). Therefore, it can be concluded that all constructs meet the convergent validity criteria if their values exceed 0.7. This stage requires a re-estimation process, namely removing items that have a validity value below 0.7.

Table 3. Outer Loading Test Results

	Job Rotation	Job Promotion	Job Satisfaction	Employee Performance
X1.1	0,742			
X1.2	0,743			
X1.3	0,777			
X1.4	0,729			
X1.5	0,705			
X1.6	0,746			
X1.7	0,714			
X1.8	0,753			
X2.1		0,720		
X2.2		0,798		
X2.3		0,841		
X2.4		0,786		
X2.5		0,887		
X2.6		0,813		
Y1.1			0,780	
Y1.2			0,830	
Y1.3			0,842	
Y1.4			0,782	

	Job Rotation	Job Promotion	Job Satisfaction	Employee Performance
Y1.5			0,777	
Y1.6			0,746	
Y1.7			0,810	
Y2.1				0,744
Y2.2				0,739
Y2.3				0,818
Y2.4				0,772
Y2.5				0,810
Y2.7				0,727
Y2.8				0,792
Y2.9				0,714
Y2.10				0,724
Y2.12				0,713

* Indicators Y1.8, Y2.6, and Y2.11 were removed due to outer loading < 0.7.

Source: SmartPLS 3.0 (2025)

It is important to know that some questionnaire statements are absent from the table. These indicators were excluded from data processing due to their invalidity (re-estimation process) as they had outer loading values of less than 0.7, and re-testing was conducted.

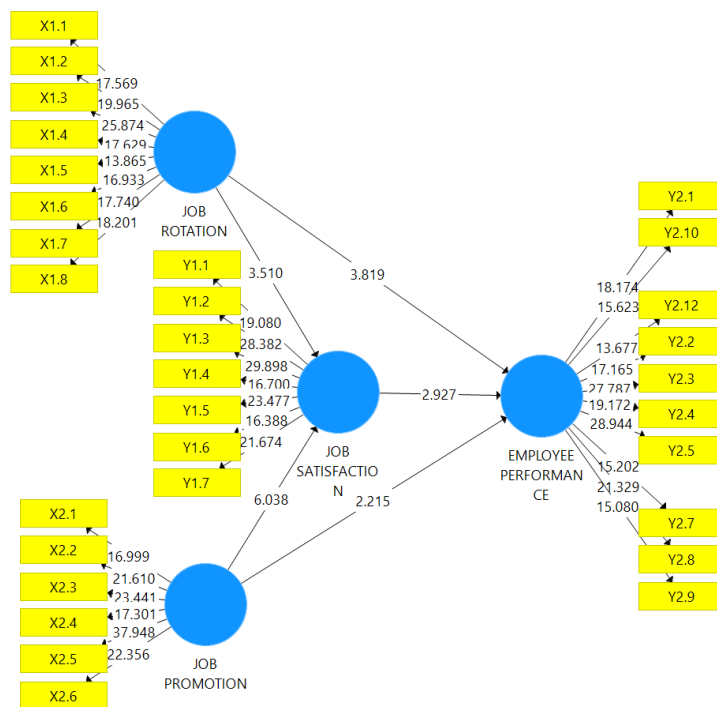


Figure 2. Structure model
Source: SmartPLS 3.0 (2025)

Discriminant validity

Discriminant validity confirms that a construct is distinct from other constructs, highlighting its unique contribution to representing specific phenomena within the model (Hair et al., 2017).

Table 4. Cross Loading's

	Employee Performance	Job Promotion	Job Rotation	Job Satisfaction
X1.1	0,500	0,544	0,742	0,507
X1.2	0,583	0,567	0,743	0,604
X1.3	0,617	0,581	0,777	0,529
X1.4	0,607	0,570	0,729	0,502
X1.5	0,450	0,518	0,705	0,519
X1.6	0,567	0,493	0,746	0,522
X1.7	0,638	0,637	0,714	0,562
X1.8	0,583	0,667	0,753	0,580
X2.1	0,581	0,720	0,603	0,631
X2.2	0,597	0,798	0,619	0,572
X2.3	0,638	0,841	0,656	0,668
X2.4	0,550	0,786	0,554	0,563
X2.5	0,665	0,887	0,666	0,699
X2.6	0,653	0,813	0,663	0,654
Y1.1	0,611	0,619	0,595	0,780
Y1.2	0,609	0,637	0,604	0,830
Y1.3	0,588	0,669	0,644	0,842
Y1.4	0,576	0,567	0,570	0,782
Y1.5	0,615	0,660	0,541	0,777
Y1.6	0,644	0,608	0,535	0,746
Y1.7	0,597	0,598	0,594	0,810
Y2.1	0,744	0,486	0,555	0,506
Y2.2	0,739	0,470	0,506	0,514
Y2.3	0,818	0,649	0,696	0,604
Y2.4	0,772	0,550	0,596	0,612
Y2.5	0,810	0,691	0,644	0,671
Y2.7	0,727	0,503	0,556	0,570
Y2.8	0,792	0,625	0,607	0,595
Y2.9	0,714	0,493	0,548	0,516
Y2.10	0,724	0,600	0,484	0,548
Y2.12	0,713	0,640	0,621	0,597

Source: SmartPLS 3.0 (2025)

Each construct's correlation with the corresponding indicator is above its correlation with other constructs, as Table 4 demonstrates. Consequently, all of the indicators have strong discriminant validity.

Reliability Test

Cronbach's alpha and composite reliability are the two metrics commonly used to assess reliability in Partial Least Squares (PLS) analysis. If a questionnaire's internal consistency is between 0.6 and 0.7, it is considered reliable (Hair et al., 2018). Table 3 confirms the validity and reliability of this research tool by demonstrating that both composite reliability and Cronbach's alpha surpass the 0.6 thresholds.

Table 5. Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0,917	0,920	0,930	0,572
Job Promotion	0,893	0,897	0,919	0,655
Job Rotation	0,881	0,882	0,906	0,546
Job Satisfaction	0,903	0,904	0,924	0,633

Source: SmartPLS 3.0 (2025)

Inner Model

The inner model test evaluates data structures using statements that are both valid and dependable to get better model accuracy.

Collinearity Assessment at the Construct Level

To ensure that the two constructs do not have a collinearity problem, the tolerance should be > 0.2 or $VIF < 5$ (Hair et al., 2017).

Table 6. Inner VIF Values

	Employee Performance	Job Satisfaction
Job Promotion	3,362	2,526
Job Rotation	2,813	2,526
Job Satisfaction	2,883	

Source: SmartPLS 3.0 (2025)

The result in the table above reveals that there is no collinearity issue between the two related constructs, as indicated by the VIF value < 5 and > 0.2 .

Effect Size (f^2)

A latent variable is considered to have a sufficient effect size if the f^2 value is above 0 (Hair et al., 2017).

Table 7. Effect Size

	Employee Performance	Job Satisfaction
Job Promotion	0,055	0,331
Job Rotation	0,153	0,113
Job Satisfaction	0,111	

Source: SmartPLS 3.0 (2025)

As shown by the effect size results in the table, the model has an average effect size of 0.153. This result indicates that the model has a small effect size.

Predictive Relevance (Q^2)

The Q^2 value can be obtained through the blindfolding procedure, which yields the construct's cross-validated redundancy estimation. This involves comparing two values: the sum of squared prediction errors (SSE) and the sum of squared observations (SSO). The Q^2 value can be calculated using the formula $Q^2 = 1 - (SSE / SSO)$ (Hair et al., 2017).

Table 8. Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
Employee Performance	1400,000	865,689	0,382
Job Promotion	840,000	840,000	
Job Rotation	1120,000	1120,000	
Job Satisfaction	980,000	582,697	0,405

Source: SmartPLS 3.0 (2025)

According to the calculated Q² value presented in the table, it can be concluded that the endogenous constructs have predictive relevance (greater than 0) and can accurately predict data not used for model evaluation.

Coefficient of Determination (R²)

This study aims to understand how changes in exogenous variables affect endogenous variables (Hair et al., 2018). Greater precision in the data test is indicated by the higher percentage (Hair et al., 2018).

Table 9. Analysis of R-Squared Test

	R Square	R Square Adjusted
Employee Performance	0,697	0,690
Job Satisfaction	0,653	0,648

Source: SmartPLS 3.0 (2025)

With an R-Squared value of 0.697, it indicates that 69.7% of the Employee Performance (EP) variable can be explained by Job Rotation (JR), Job Promotion (JP), and Job Satisfaction (JS), 69.7% of the total, with other factors influencing the remaining portion. And 65.3% of the Job Satisfaction (JS) variable can be explained by Job Rotation (JR) and Job Promotion (JP), with other factors influencing the remaining portion.

Hypothesis Test

A significance test < 0.05 and a t-statistic value > 1.656 for the one-tailed hypothesis indicate that the hypothesis test employs the bootstrapping method (Hair et al., 2017). Direct effects tests were used.

Direct Effect Hypothesis

For hypothesis testing, bootstrapping was used to reveal path analysis or coefficients with direct effects.

Table 10. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JP -> EP	0,237	0,236	0,106	2,228	0,026
JP -> JS	0,538	0,540	0,088	6,116	0,000
JR -> EP	0,361	0,364	0,093	3,899	0,000
JR -> JS	0,315	0,316	0,089	3,556	0,000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value s
JS JS -> EP	0,311	0,311	0,107	2,915	0,004

Source: SmartPLS 3.0 (2025)

Based on the direct effect hypothesis test outcomes, the correlation between job rotation, job promotion, job satisfaction, and job performance among employee PT BPR BKK JATENG shows a positive connection (refer to Table 8). These findings support H1, H2, H3, H4, and H5 with t-statistic values exceeding the critical t-table value (1.65597) and p-values below 0.05.

Based on data analysis tests that have been carried out, it shows that job rotation has a significant positive effect on job. This second finding also confirms the social exchange theory, which predicts that the value (worth) of a relationship influences the outcome, whether people will continue the relationship or end it. Positive relationships are generally expected to last, whereas negative relationships may come to an end (Thibaut & Kelley, 2017). What can be concluded from social exchange theory is that what a person is able to give to another person will greatly influence the sustainability of a relationship. People will be satisfied when they receive rewards commensurate with their expenditure.

PT BPR BKK JATENG implements job rotation while taking into account each employee's abilities, interests, experience, and educational background. This approach is carried out to ensure that job rotation remains effective and meets both position requirements and employee interests. This research is also supported by previous research conducted by many researchers (Agustian & Rachmawati, 2021; Arta et al., 2023; Hidayati et al., 2024; Suleman et al., 2022; Yusof et al., 2023).

Based on data analysis tests that have been carried out, it also shows that job rotation has a significant positive effect on employee performance. The findings of this study support the Social Exchange Theory, indicating that when job rotation considers employees' abilities, interests, experience, and educational background, employees perceive fairness and organizational support. This positive exchange encourages them to reciprocate through improved performance, confirming that balanced and mutually beneficial relationships enhance employee outcomes.

PT BPR BKK JATENG also implements job rotation based on employees' abilities, interests, experience, and educational background, which allows employees to work in roles that match their competencies and preferences. This alignment enhances their motivation, engagement, and sense of value within the organization, ultimately leading to improved performance and productivity. This research is also supported by previous research conducted by many researchers (Helaudho et al., 2024; Nhu & Lam, 2025; Shamsi, 2021; Suleman et al., 2022; Widodo et al., 2024).

The data analysis indicates that job promotion has a positive effect on job satisfaction. This finding also supports Social Exchange Theory, which posits that employee-organization relationships are based on mutual benefits. When job promotions are conducted fairly, transparently, and based on merit, employees feel valued and rewarded for their contributions. This sense of reciprocity enhances their job satisfaction and commitment to the organization. Thus, the study supports the notion that fair and equitable promotion practices lead to higher job satisfaction through balanced social exchange.

PT BPR BKK JATENG also implements job promotion based on fairness, transparency, and motivation generated, which creates a positive work environment where employees feel recognized and rewarded for their efforts. This sense of fairness and acknowledgment increases their job satisfaction. This research is also supported by previous research conducted by many researchers

(Madugu & Ogundeji, 2023; Nasar et al., 2023; Otto et al., 2022; Trihudiyatmanto & Maesaroh, 2023; Utomo et al., 2025).

Based on data analysis tests that have been carried out, it shows that job promotion affects employee performance. The findings of this study support the Social Exchange Theory, showing that job promotions based on fairness, transparency, and motivation encourage employees to perceive the organization as just and supportive. In response, employees reciprocate by enhancing their performance, demonstrating that equitable and motivating promotion practices strengthen the employee-organization exchange and improve work outcomes.

PT BPR BKK JATENG also implements job promotion based on fairness, transparency, and motivation generated, fostering a sense of trust and recognition among employees. As a result, employees are more motivated to excel in their roles, which enhances their performance and contributes to the organization's overall effectiveness. This research is also supported by previous research conducted by many researchers (Aloufi et al., 2025; Kathina & Bula, 2021; Nasar et al., 2023; Pane et al., 2025; Tasman et al., 2021).

Based on data analysis tests that have been carried out, it shows that job satisfaction has an effect on employee performance. The study's findings align with Social Exchange Theory, showing that job satisfaction driven by the nature of the job, compensation, supervision, and relationships with co-workers positively influences employee performance. When employees feel satisfied and fairly treated, they are motivated to reciprocate through greater effort and productivity.

PT BPR BKK JATENG also promotes job satisfaction by focusing on key factors like the job itself, by ensuring tasks are meaningful and engaging; payment, by providing fair and competitive compensation; supervision, by offering supportive and constructive guidance; and co-worker relationships, by fostering a positive and collaborative work environment. By addressing these areas, employees feel valued and motivated, which in turn enhances their performance and overall productivity. This research is also supported by previous research conducted by many researchers (Indrayani et al., 2023; Madugu & Ogundeji, 2023; Nurhasanah et al., 2025; Rana et al., 2022; Susanto et al., 2022).

Indirect Effect Hypothesis

The results of hypothesis testing using the bootstrapping method show the path analysis and coefficients for indirect effects. Table 9 presents the findings for the indirect effect hypothesis, indicating that job satisfaction mediates the influence of all independent variables on employee performance. These results support H6 and H7, with t-statistic values exceeding the critical t-value of 1.65597 and p-values below 0.05.

Table 10. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JP -> JS -> EP	0,168	0,170	0,070	2,412	0,016
JR -> JS -> EP	0,098	0,096	0,040	2,453	0,014

Source: SmartPLS 3.0 (2025)

Based on the data analysis conducted, job satisfaction was found to partially mediate the relationship between job rotation and employee performance. This sixth finding also confirms the Social Exchange Theory, which states that what a person is able to give to another person will

greatly influence the sustainability of a relationship. People will be satisfied when they perceive that their skills, interests, and contributions are recognized and valued through job rotation. This satisfaction, in turn, motivates them to reciprocate by improving their performance, leading to higher productivity and better overall work outcomes.

The analysis indicates that job rotation affects employee performance both directly and indirectly through job satisfaction. When employees experience job rotation that aligns with their abilities, interests, experience, and educational background, they perceive the organization as fair and supportive. This perception enhances their job satisfaction, which acts as a motivating factor. Satisfied employees are more engaged and committed, prompting them to exert greater effort and improve their performance. Thus, job satisfaction partially mediates the relationship, serving as the mechanism through which effective job rotation translates into higher employee performance.

PT BPR BKK JATENG has implemented job rotation by carefully considering employees' abilities, interests, experience, and educational background. By aligning tasks with individual competencies and preferences, the company ensures that employees feel capable, valued, and fairly treated. This approach enhances job satisfaction, as employees perceive that their contributions are recognized and supported. In turn, this increased satisfaction motivates employees to perform better, demonstrating that job satisfaction partially mediates the positive effect of job rotation on employee performance. This research is also supported by previous research conducted by many researchers ([Arta et al., 2023](#); [Helaudho et al., 2024](#); [Suleman et al., 2022](#); [Utomo et al., 2025](#); [Widiastutik et al., 2022](#)).

Based on the data analysis, job satisfaction was found to partially mediate the relationship between job promotion and employee performance. This finding aligns with Social Exchange Theory, which suggests that individuals respond positively when they feel valued. When employees perceive promotions as fair, transparent, and motivating, they experience greater satisfaction, which drives them to enhance their efforts and performance, ultimately boosting overall organizational productivity.

The analysis indicates that job promotion affects employee performance both directly and indirectly through job satisfaction. When employees perceive that promotions are fair, transparent, and motivating, their satisfaction with the organization increases. This heightened job satisfaction then drives employees to work harder, stay engaged, and improve their performance. In this way, job satisfaction acts as a partial mediator, linking effective promotion practices to higher employee performance.

PT BPR BKK JATENG implements job promotions with a focus on fairness, transparency, and motivation generation. By ensuring that promotions are based on merit, clearly communicated, and linked to employee effort, the company creates a sense of recognition and value among employees. This approach enhances job satisfaction, as employees feel their contributions are acknowledged and rewarded. Increased job satisfaction then encourages employees to improve their performance, demonstrating that the positive effect of promotions on performance is partially mediated through employees' satisfaction.

Discussion

The results of this study indicate that both job rotation and job promotion have significant positive effects on employee performance. Job rotation, when implemented by considering employees' abilities, interests, experience, and educational background, enables employees to work in roles that align with their skills and preferences. This alignment not only enhances motivation and engagement but also ensures that employees are able to perform their tasks more effectively, ultimately improving overall performance.

Similarly, job promotion was found to positively influence employee performance. Promotions that are carried out fairly, transparently, and with motivational incentives provide employees with recognition for their contributions. This recognition strengthens employees' commitment and encourages them to exert more effort in their roles, leading to higher productivity and work quality.

Moreover, the findings reveal that job satisfaction serves as a partial mediator in the relationship between both job rotation and job promotion and employee performance. When employees perceive organizational practices such as job rotation and promotion as fair, supportive, and aligned with their competencies, their job satisfaction tends to increase. In turn, satisfied employees are more likely to reciprocate through higher engagement, greater effort, and improved performance, consistent with the principles of Social Exchange Theory.

The analysis also indicates that job promotion has the lowest effect size value for employee performance, suggesting its direct effect on performance is relatively weak. However, job promotion shows the strongest influence on job satisfaction, implying that promotions may primarily enhance employees' psychological and motivational aspects, which in turn could indirectly improve their performance. This finding suggests that the impact of job promotion on performance may operate more effectively through job satisfaction rather than through a direct pathway.

The finding that job promotion has a much stronger influence on job satisfaction compared to job rotation provides an important insight into employee motivation and organizational practices. This may be because promotion is often associated with formal recognition, increased compensation, and higher organizational status, which directly satisfy employees' psychological and financial needs. In contrast, job rotation primarily serves as a developmental strategy aimed at enhancing skills and reducing job monotony rather than providing immediate rewards. From a managerial perspective, these findings suggest that formal career recognition through promotion is highly valued by employees, while job rotation should be strategically implemented as a complementary tool to foster learning, adaptability, and engagement without necessarily expecting a strong immediate impact on satisfaction.

Although the results confirm that job promotion has a statistically significant positive effect on employee performance, the magnitude of this effect is notably weaker compared to that of job rotation and job satisfaction. This finding deviates from several prior studies that report strong direct performance gains following promotion. One possible explanation lies in the bureaucratic structure of the banking sector, where promotion is often associated with increased administrative responsibilities, stricter compliance requirements, and higher levels of role pressure rather than immediate opportunities for performance enhancement. In such contexts, promotion may primarily function as a symbol of recognition and career security rather than as a direct driver of productivity. Moreover, in regional banking institutions such as PT BPR BKK Jateng, promotion frequency tends to be limited and highly regulated, reducing its motivational salience over time. When promotions are infrequent or perceived as part of a rigid hierarchical system, employees may view them as delayed rewards, thereby weakening their immediate impact on day-to-day performance. This condition aligns with Social Exchange Theory, which suggests that the strength of reciprocal behavior depends on the perceived immediacy and value of organizational rewards. When the perceived exchange is delayed or diluted by bureaucratic constraints, the resulting behavioral response, in this case, performance improvement, may be attenuated.

Another plausible explanation relates to the adjustment period following promotion. Newly promoted employees may initially experience role ambiguity and learning demands, which can temporarily suppress performance despite increased status and compensation. This transitional effect may explain why promotion exerts a stronger influence on job satisfaction than on

performance, as satisfaction reflects recognition and achievement, whereas performance requires time for capability development and role mastery.

In contrast, job rotation demonstrated a stronger direct effect on employee performance, suggesting that skill diversification and experiential learning may yield more immediate performance benefits than hierarchical advancement. Job rotation exposes employees to varied tasks and operational knowledge, which is particularly valuable in banking environments that require cross-functional understanding and risk awareness. This finding supports prior research emphasizing the short-term performance benefits of developmental HR practices over structural career rewards.

Taken together, these results help reconcile inconsistencies in the existing literature by demonstrating that the impact of job promotion on performance is highly context-dependent. In structured and regulated sectors such as banking, promotion may enhance psychological outcomes, such as job satisfaction, more strongly than behavioral outcomes, such as performance. These findings underscore the importance of considering organizational context, promotion design, and sectoral characteristics when interpreting the effectiveness of HR practices and contribute to a more nuanced application of Social Exchange Theory in organizational research.

CONCLUSIONS

This study makes a meaningful theoretical contribution by extending Social Exchange Theory (SET) within the context of human resource management and employee performance. While SET traditionally emphasizes generalized reciprocity between organizational support and employee outcomes, the findings of this study refine the theory by demonstrating that different HR practices operate through distinct exchange pathways. Specifically, job rotation primarily influences employee performance through a competency-based and developmental exchange mechanism, whereas job promotion functions largely through a recognition- and reward-based exchange mechanism. This differentiation advances SET by showing that not all organizational investments elicit identical reciprocal responses, even when directed toward the same outcome variable.

The results further extend SET by empirically confirming the central mediating role of job satisfaction as a psychological exchange mechanism that translates organizational practices into behavioral outcomes. Job rotation, when aligned with employee competencies and interests, strengthens perceptions of developmental support and fairness, leading employees to reciprocate through enhanced performance. In contrast, job promotion primarily enhances job satisfaction by signaling recognition and trust, but its direct impact on performance is comparatively weaker, particularly in bureaucratic organizational contexts. This nuanced finding refines SET by highlighting that the strength and immediacy of reciprocity depend on the perceived nature, timing, and utility of the organizational reward.

From a practical perspective, the study illustrates how SET's reciprocity mechanism operates in real organizational settings. Fair and transparent promotion systems foster employees' sense of being valued, reinforcing socio-emotional exchanges that enhance satisfaction and long-term commitment. Similarly, competency-aligned job rotation demonstrates the practical manifestation of reciprocal exchange, as employees who perceive rotational assignments as developmental rather than disruptive respond with greater engagement and productivity. These findings underscore that reciprocity is not driven merely by the presence of HR practices, but by how employees interpret the quality and fairness of those practices.

LIMITATION & FURTHER RESEARCH

This study was limited to a single organizational context and examined only job satisfaction as a mediating variable. Future research could test the same model by incorporating additional mediating variables such as organizational commitment or introducing moderating variables such as supervisory support to obtain a more holistic understanding of the factors influencing employee performance. Expanding the study across different organizational settings or industries would also enhance the generalizability of the findings.

Future studies are encouraged to address these limitations by expanding the research context to include multiple organizations, industries, or regions to enhance the generalizability of findings. Longitudinal designs could be adopted to provide deeper insights into how job rotation, job promotion, and job satisfaction evolve over time in shaping employee performance. Additionally, future research could incorporate other mediating variables such as organizational commitment, work engagement, psychological empowerment, or perceived organizational support, which may offer a more comprehensive explanation of employee performance dynamics. Moderating variables—such as leadership style, supervisory support, or organizational culture—could also be explored to examine conditions under which HR practices become more or less effective. Researchers may also consider using mixed-methods approaches to reduce self-report bias and provide richer contextual understanding. Finally, comparative studies across public and private sectors or across different levels of banking institutions may provide further insights into how HR strategies influence performance in diverse organizational environments.

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