

## ABSTRAK

Kinerja pegawai di Kabupaten Situbondo menunjukkan sejumlah tantangan strategis yang perlu mendapat perhatian dalam upaya peningkatan kualitas layanan publik. Ketidakmerataan beban kerja antar perangkat daerah masih menjadi persoalan utama, yang berdampak pada fluktuasi produktivitas dan rendahnya konsistensi capaian kinerja. Selain itu, proses promosi dan mutasi belum sepenuhnya mendorong peningkatan kinerja, karena masih terdapat persepsi mengenai kurangnya transparansi dan objektivitas dalam pengembangan karir. Pengaruh Promosi Jabatan, Pengalaman Kerja, Dan Mutasi Terhadap Kinerja Pegawai Melalui Pengembangan Karir Sebagai Variabel Intervening Di Pemerintah Kabupaten Situbondo. baik secara langsung maupun melalui motivasi kerja sebagai variabel intervening. Fenomena menurunnya loyalitas ASN akibat rendahnya motivasi, persepsi ketidakadilan kompensasi, serta kondisi kerja yang belum optimal menjadi latar belakang penelitian. Pendekatan kuantitatif digunakan melalui survei dan analisis *Partial Least Square* (PLS). Hasil pengujian membuktikan promosi jabatan berpengaruh positif dan signifikan terhadap pengembangan karir pegawai Pemerintah Kabupaten Situbondo. Hasil pengujian membuktikan pengalaman kerja berpengaruh positif dan signifikan terhadap pengembangan karir pegawai Pemerintah Kabupaten Situbondo. Hasil pengujian membuktikan mutasi tidak berpengaruh signifikan terhadap pengembangan karir pegawai Pemerintah Kabupaten Situbondo. Artinya, kebijakan mutasi yang dilaksanakan belum terintegrasi dengan sistem perencanaan karir yang jelas dan belum dipersepsikan pegawai sebagai sarana strategis untuk pengembangan karir jangka panjang, sehingga lebih bersifat administratif dan operasional.

**Kata kunci: Promosi Jabatan, Pengalaman Kerja, Mutasi, Kinerja, Pengembangan Karir,**



## ***ABSTRAK***

Employee performance in Situbondo Regency reveals a number of strategic challenges that require attention in efforts to improve the quality of public services. The uneven distribution of workloads among local government agencies remains a major issue, which leads to fluctuations in productivity and a lack of consistency in performance outcomes. Additionally, the promotion and transfer processes have not fully driven performance improvement, as there remains a perception of a lack of transparency and objectivity in career development. The Influence of Job Promotion, Work Experience, and Transfers on Employee Performance Through Career Development as an Intervening Variable in the Situbondo Regency Government Situbondo, both directly and through work motivation as an intervening variable. The phenomenon of declining civil servant loyalty due to low motivation, perceptions of unfair compensation, and suboptimal working conditions forms the background of this study. A quantitative approach was employed using surveys and Partial Least Squares (PLS) analysis. The test results prove that job promotion has a positive and significant effect on the career development of Situbondo Regency Government employees. The test results prove that work experience has a positive and significant effect on the career development of Situbondo Regency Government employees. The test results prove that transfers do not have a significant effect on the career development of Situbondo Regency Government employees. This means that the transfer policy implemented

**Keywords: Promotion, Work Experience, Transfer, Performance, Career Development,**

