

The Influence of Mutation, Promotion And Compensation, on Employee Performance Through Job Satisfaction In Cross-Functional Programs at The Ministry Of Finance

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ABSTRACT

For human resource development, enhancing organizational synergy and collaboration, the Ministry of Finance implements a cross-functional program involving mutation and promotion among Echelon I Units of the Ministry of Finance. The main point of this research is how job satisfaction and performance are affected by this cross-functional program, considering mutation, promotion, and compensation in their new positions. This research focuses on forty supervisory-level employees who are directly engaged in the cross-functional program, spread across various regions in Indonesia. The independent variables in this research are mutation, promotion, and compensation, while the dependent variable is performance, with job satisfaction acting as an intervening variable. The variables were measured using a Likert scale. Subsequently, data were analyzed using PLS 3.0. The research results indicate that mutation does not significantly influences job satisfaction, promotion and compensation, however, have a positive impact on job satisfaction. Job satisfaction, mutation, and compensation collectively affect performance, while promotion does not exert a significant influence on performance. Furthermore, job satisfaction does not mediate the relationship between mutation and performance, but it does mediate the effects of promotion and compensation on performance.

Keywords: Mutation, Promotion, Compensation, Job Satisfaction, Performance.

1. INTRODUCTION

The Ministry of Finance is a Ministry that has a very strategic role in the management of State finances, especially in maintaining national economic stability and various fiscal policies. The Ministry of Finance consists of several Echelon I Units which are one unit by echoing the Kemenkeu ONE culture branding: synergy, adaptive, technological and

superior. Echelon I units under the Ministry of Finance are: Secretariat General; Inspectorate General; Directorate General of Budget; Directorate General of Taxes; Directorate General of Customs and Excise; Directorate General of Treasury; Directorate General of State Assets; Directorate General of Fiscal Balance; Directorate General of Risk Management and Financing; Fiscal Policy Agency; and Financial Education and Training Agency.

Aware of this very strategic role, the Ministry of Finance continues to strive for sustainable change and reform. One form of reform of the Ministry of Finance is the management of Human Resources and increasing the synergy and organizational cooperation of the Ministry of Finance in the form of a program (cross function) between Echelon I Units (EU I) of the Ministry of Finance. And the implementation of the program (cross function) is the mutation and promotion between Echelon I Units within the Ministry of Finance. This (cross function) program is very new and was first carried out in 2021, namely by issuing a Decree of the Minister of Finance regarding mutations and promotions for Administrator Officials, Supervisory Officials and Functional Officials within the Ministry of Finance.

The cross function concept changes the old paradigm where Human Resources are developed only with certain specializations for the purpose of efficiency and creating maximum productivity. By implementing the cross function program, Human Resources are equipped with multiple knowledge and skills through cross-functional assignments - Cross Function- as New Ways of Working. The goal is for Ministry of Finance employees to have broader and more comprehensive insights and perspectives and to be able to collaborate more optimally.

The author believes that this program is important to study considering the role of Human Resources is very important in an organization as a determining factor and driver of the running of an organization. Human Resources must be developed continuously to be qualified and competent so that they can produce optimal performance in efficiency and effectiveness. Meirina (2013: 322) argues that it is important for companies to always develop all of their human resources. Employee mutation and promotion are part of the organization's efforts to maintain morale from saturation and part of the development of Human Resources to further improve performance in the future. In line with the opinion of Sastrohadiwiryono (2015: 246) that mutation is the activity of moving labor from one workplace to another. Mutation is a form of Human Resources development to achieve optimal company goals. On the other hand, mutation is the organization's way of overcoming the problem of employee boredom due to monotonous work as well as refreshing the work spirit to be maintained. Hasibuan (2015: 213) also states that human resource development, the implementation of mutation within the framework of human resource management, one of the objectives is to increase employee productivity and to expand or increase employee knowledge.

Furthermore, promotion according to Hariandja (2015) is raising one's position to another position that has greater responsibility, greater salary, and at a greater organizational level. Meanwhile, Hasibuan (2015: 233) reveals that promotion is a change in position / position or job from a lower level to a higher level, usually followed by an increase in one's responsibilities, rights, and social status.

In line with the opinions of the experts above that there is a mutation/promotion, there is a change in responsibility, status, and rights. Rights in this case can be in the form of salaries, allowances, or other compensation commonly called compensation. Compensation has a very important role for employees as individuals. The right amount of

compensation can increase job satisfaction, which in turn affects the overall performance of the organization. As Dessler (2017: 221) explains “Compensation has a meaning such as ‘something’ that employees get in return for the contributions they have made to the organization where they work. Compensation has a broader meaning than salary, because it includes all rewards, whether in the form of money or goods, whether given directly or indirectly, and whether routine or non-routine, direct rewards consist of special allowances, position allowances, salaries or wages, bonuses that are linked or not linked to achievement and various types of assistance consisting of facilities, health, accident compensation, leave, pension funds, salaries.

Compensation is one of the factors that determine the level of employee satisfaction. Policies related to compensation are very sensitive, especially if they are related to the amount and value received by employees with level or status of position, level of education, skills and experience and length of work. Based on these factors, compensation must be a concern and a priority for the organization so that employees have optimal job satisfaction.

Job Satisfaction according to Robbins (2015) is a positive feeling towards one's job, based on an evaluation of job characteristics. This definition is in line with Rivai (2017) who states that job satisfaction reflects a person's attitude towards work-whether happy or not, satisfied or dissatisfied. Job satisfaction has a significant impact on employee performance. Performance is measured by the results of carrying out tasks and achieving targets in accordance with authority and responsibility. According to Prawirosentono, performance is the results achieved in accordance with the responsibilities and objectives of the organization, while Hersey and Blanchard emphasize that performance is influenced by motivation and skills.

With the mutation and promotion in the cross function program, employees will receive compensation in accordance with the applicable provisions in each new Echelon I Unit. The amount of compensation received between Echelon I Units is different according to the applicable compensation provisions. Likewise with the personnel administration, where employees who are included in this program will be administered in the personnel system of each new Echelon I Unit.

Based on the description above, the author will conduct research on the Effect of Mutation, Promotion and Compensation, on Employee Performance through Job Satisfaction in the Cross Function Program at the Ministry of Finance as a result of the application of mutation and promotion through Cross Function. The focus of research that distinguishes from previous studies is that this study uses the intervening variable “satisfaction” between the independent variable “mutation, promotion, and compensation” and the dependent variable “performance”. In addition, the object of research is also unique, namely the character of work and compensation systems that differ in the level of supervisory positions in Cross Function from the Directorate General of Taxes who are transferred/promoted to the Directorate General of Customs and Excise and vice versa.

2. LITERATUR REVIEW

a. Mutation

Mutation in Human Resource management is the process of moving employees from one section to another within the same level in an organization. The aim is to enrich the experience, knowledge and skills of employees and refresh work routines. According to

(Sajali et al., 2022), Human resource management activities such as transfers include helping people to grow and enhance their careers by giving them more experience in the workplace. in the workplace. Hasibuan defines mutation as a change of location, either vertically or horizontally. As a consequence of this transfer, the responsibilities, employment status, and other things related to the position also move. (Hasibuan, 2019) says that mutation is the act of moving an employee from one position to another with the same level of management (equal). For example, the transfer of employees at the supervisory position level (echelon IV) in office A to the supervisory position (echelon IV) in office B. In other terms, mutation is also called “job rotation”.

Mutation, also known as job rotation, helps overcome boredom and increase motivation by varying tasks, as well as broadening employee experience. Robbins (2015) explains that job rotation aims to reduce boredom and increase motivation through task diversity. According to Hasibuan (2015), mutation aims to increase work productivity and employee knowledge. Sastrohadiwiryo (in Kadarisman, 2012) added that mutation can increase job satisfaction and employee performance.

In carrying out mutations, there are several things that must be considered by policy makers or HR managers. Bejo and Hasibuan (2015: 214) said that mutations must be carried out in accordance with existing guidelines, benefit employees, raise morale, spur work development, reduce employee unrest, become a promotional tool, and be adjusted to urgent needs. Malay Hasibuan added that management needs to pay attention to several important indicators in mutations, such as employee experience that is relevant to their field, knowledge of mutation tasks and policies, needs that are in accordance with the work field, skills that support competence in that field, and responsibility for the duties and obligations carried out.

b. Promotion

Promotion is a common thing that happens in organizations, especially organizations that have a hierarchy of positions and tiered responsibilities. Siagian (2014: 170) defines promotion as the transfer of employees from one job to another with greater responsibility, a higher level of position hierarchy and greater income. In this case, the emphasis of promotion is on responsibility, level, and compensation in the form of higher income. Hasibuan (2019) defines promotion as the transfer of employees from a position (job) to another position (job) that has a higher status or level of management and responsibility. Likewise conveyed by Manullang (2015: 154) that promotion means promotion by receiving greater power and responsibility than previous responsibilities. Furthermore, the definition of promotion also conveyed by Siagian (2012: 169) is that promotion is a change in the position of an employee from a low level to a higher level followed by changes in position, authority, compensation, social status and facilities.

From the above definition, it can be concluded that promotion is a movement from one job to another or one position to another where the job or position has a hierarchy or level / status of position or higher than before followed by greater responsibility, authority,

compensation, status, and functionality. An example of a promotion is a job transfer from an executive to a section head (supervisory position / echelon IV); job transfer from section head (supervisory position / echelon IV) to head of office / head of field (administrator position / echelon III, and so on in government institutions.

c. Compensation

Compensation is one of the factors that determine the level of job satisfaction and of course this is a very sensitive factor, especially if it is related to the amount and value received by employees with level or position status, level of education, skills and experience and length of work. In general, compensation can be defined as everything received by employees as a reward for the work they have done. Providing compensation to employees must have logical and rational reasons, but emotional and humanitarian factors remain a consideration. Notoatmodjo (2013: 153) says that compensation is very important for the employee himself as an individual, because the amount of compensation is a reflection or measure of the value of the employee's own work. On the other hand, the size of compensation can affect work performance, motivation and employee job satisfaction.

In measuring compensation, there are several indicators that can be used, as described by Sinambela (2016: 235). Compensation indicators consist of four main aspects: first, wages or salaries, where wages are payments generally given to non-permanent production workers with daily, weekly, or monthly periods, while salaries apply to fixed rates paid weekly, monthly, or annually; second, incentives, which are additional compensation beyond salaries or wages given based on employee achievement or productivity; third, allowances, which are additional payments or services provided by the company as a supplement to the basic salary, such as health insurance, vacation, and pension programs; and fourth, facilities, which are various facilities such as company cars, club memberships, special parking lots, or access to company aircraft, which aim to facilitate, motivate, and increase employee comfort at work.

d. Job Satisfaction

The definition of job satisfaction is closely related to the feelings felt by employees which reflect a happy-unhappy, satisfied-unsatisfied attitude at work. As Robbins and Judge (2017: 49) say that job satisfaction is a positive feeling towards work resulting from a job evaluation that has broad characteristics. Feelings are an emotional attitude of a person that greatly influences work both in the attitude of discipline, work performance, and employee morale. And one of the factors of job satisfaction is the income received by employees as stated by Stephen Robbins (2015: 312) who states that job satisfaction is a general attitude towards one's job, the difference between how much reward a worker receives and how much is believed to be received. Furthermore, it is said that employees who do not get job satisfaction will never reach psychological maturity and can become frustrated. Hasibuan (2015: 202) says that the meaning of satisfaction is the emotional attitude of someone who

loves his job which is reflected in discipline, achievement, and work morale. The link between satisfaction and emotional attitude is also conveyed by Handoko (2018; 39) who says that job satisfaction reflects a person's feelings towards work or everything faced in the work environment.

Rivai (2017) states that job satisfaction is an evaluation of feelings of satisfaction or dissatisfaction with work. Factors that affect job satisfaction include the job itself, opportunities to learn, responsibility, and advancement. Sudaryo et al. (2018) explain job satisfaction indicators include absenteeism, desire to move, performance, coworkers, and work comfort. Afandi (2018) and Yuwono (2015) added that job satisfaction indicators include work, wages, promotions, supervisors, coworkers, communication, benefits, and implementation procedures.

Sudaryo et al., (2018: 93) explain that the indicators for measuring job satisfaction are absenteeism or absenteeism, desire to move, employee performance, coworkers and employee work comfort. Meanwhile, Afandi (2018: 82) argues that indicators of job satisfaction include work, wages, promotions, supervisors and coworkers. And Yuwono (2015: 241) emphasizes job satisfaction indicators on work, salary, promotion, supervisors, coworkers, communication, benefits, contingent rewards and implementation procedures.

e. Performance

Performance is the result of a person's work measured based on the responsibilities and targets set by the organization. According to Hasibuan (2015), performance reflects the results of individual or group work in an organization in accordance with power, responsibility, and legal and ethical norms. Factors such as transfer, promotion, and compensation affect employee performance, which is also related to the level of job satisfaction.

Mangkunegara (2017) emphasizes that performance can be assessed in terms of quantity and quality. Sutrisno (2016) expands the definition of performance as work results that include aspects of quality, quantity, working hours, and teamwork in achieving organizational goals. Performance also includes creativity, flexibility, and dependability, and can be short or long term, at the individual, group, and organizational levels.

Individual performance contributes to group performance, which in turn affects organizational performance. To achieve optimal performance, management must create positive synergy at all levels of the organization, ensuring all employees work effectively, efficiently, and are able to collaborate to achieve organizational goals.

Sutrisno (2016: 174) explains the notion of performance as the achievement of organizational goals formed by quantitative or qualitative output, creativity, flexibility, dependability or other things that the organization might want. It is further explained that performance can be short-term or long-term, and can be detailed at the individual, group or organizational level. In the performance flow, individual performance contributes to group performance which in turn contributes to organizational performance. Organizational performance will be optimal if each individual in the organization can work well, effectively

and efficiently, able to make a good contribution and able to work together and collaborate in teams. In an effective organization, management must be able to create positive synergy for all employees at every level to always work well to achieve the goals that have been set.

The organization's performance achievements must always be evaluated to monitor progress, identify obstacles, and find solutions. In the evaluation process, several indicators need to be considered. According to Robins (2015: 260), performance indicators include: work quality, which is measured based on employee perceptions of the quality and perfection of the tasks performed as well as their skills and abilities; quantity, which is the number of results achieved such as the total units or cycles of activities carried out; timeliness, which assesses how well activities are carried out in accordance with the specified time, coordination, and utilization of time for other activities; effectiveness, which measures the extent to which organizational resources (effort, money, technology, and raw materials) are used to improve the results of each unit; and employee commitment, which is the extent to which an employee can carry out his functions and responsibilities towards the agency or company.

Theoretical Framework.

Mutations and promotions across functions (cross function) as the implementation of the Ministry of Finance's (cross function) program are very interesting to study. Given that this is a new thing in the pattern of future mutations and promotions at the Ministry of Finance. In this case, researchers want to find out more deeply whether the pattern of mutation and promotion across functions and compensation in the new workplace has a significant effect on satisfaction, which in turn affects employee performance.

The theoretical framework scheme in this study can be described in the following figure:

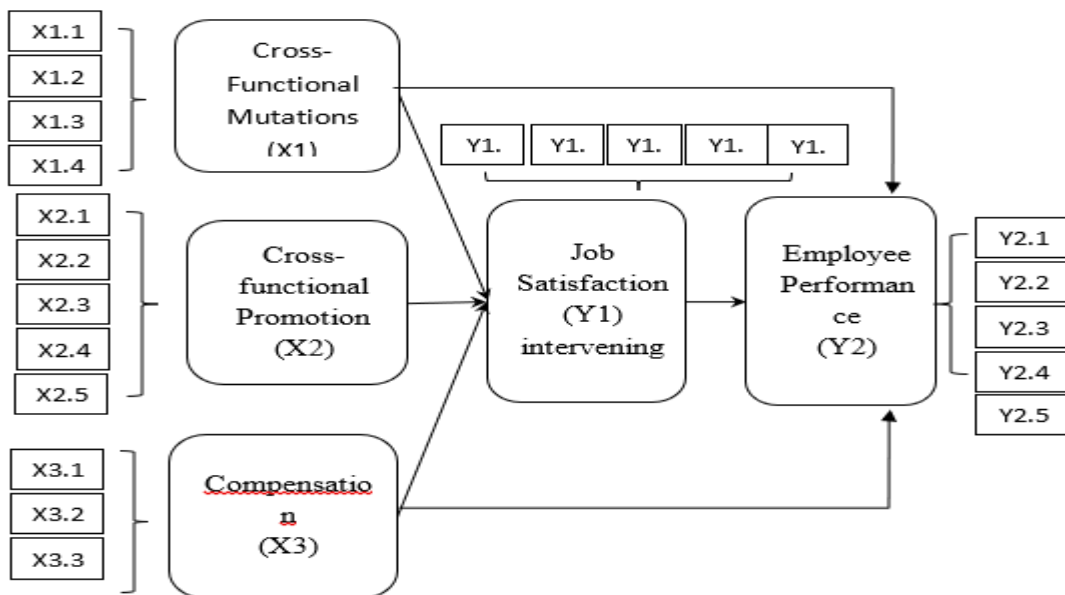


Figure 1
Research Theoretical Framework

3. RESEARCH METHOD

This research on “The Effect of Mutation, Promotion, and Compensation on Employee Performance Through Job Satisfaction in Cross-Functional Programs at the Ministry of Finance” is a type of quantitative research. This research departs from theory towards data and ends in a conclusion about the acceptance or rejection of the theory previously described.

a. Source of Information

In order to obtain information in this study, researchers will collect data from respondents directly. The type of data used is primary data obtained by conducting an online survey using the Google Form platform.

b. Population and Research Sample

Population is a general area in the form of objects with certain numbers, qualities, and characteristics set by researchers to study and then determine conclusions (Sugiyono, 2013). The population in this study were 40 (forty) employees in supervisory positions who were included in the (cross function) program between Echelon I Units (UE I) of the Ministry of Finance which was new and first carried out in 2021. Of the 40 (forty) employees, there are 20 (twenty) cross-functional employees of DJP to DJBC and 20 (twenty) cross-functional employees of DJBC to DJP.

c. Variable Operationalization

According to Sugiyono (2017: 38) variables are attributes or properties or characteristics or values of objects or activities that have their own characteristics set by researchers to study and draw conclusions. Based on the formulation of the problem and the formulation of the hypothesis to be analyzed in this study, the variables in this study are mutation variables (X_1), promotion (X_2), compensation (X_3), job satisfaction (Z), and employee performance (Y).

The job satisfaction variable (Z) is a mediating variable or intervening variable. According to Sugiyono (2017: 40) mediating variables are variables that affect the relationship between the independent variable and the dependent variable, and become an indirect relationship and are not observed and measured. According to Subagyo (2018) there are three analysis models involving mediator variables as follows:

1. Full mediation, meaning that the independent variable is significantly unable to influence the dependent variable without going through the mediator variable.
2. Partial mediation, meaning that by involving mediator variables, the independent variable directly or indirectly affects the dependent variable.
3. Unmediated, meaning that without involving mediator variables, the independent variable is able to directly influence the dependent variable.

d. Research Instrument

To obtain data from respondents, researchers will use survey or questionnaire research methods / instruments. According to Sugiyono (2017,194) one way or technique of collecting data can be done using a questionnaire (questionnaire survey). Alsa (2004: 20) also states that survey design is a research procedure by means of researchers giving questionnaires that have a certain scale to a sample to reveal the attitudes, behaviors,

characteristics and opinions of the respondents. Based on this opinion, the researcher will use a questionnaire as an instrument for this research.

e. Data Collection Procedure

As for this data collection, the researcher will use the google form tool which contains questions that have been compiled previously. Furthermore, the google form was sent to each employee who was undergoing Cross Function, totaling 40 employees. The time needed to fill this out is approximately two weeks. In these two weeks, data collection will be monitored for progress.

f. Type of Data

The type of data used by the author in this study is primary data, namely data obtained directly from respondents using a questionnaire prepared based on the variables studied (Ghozali, 2016: 130). Data obtained directly from respondents (research objects) in the form of a questionnaire which is used as a benchmark in research distributed to employees at the Ministry of Finance.

g. Data Analysis Techniques

Processing data by stages, describing data by process, and testing data that has been collected to test hypotheses are examples of data analysis approaches (Sanusi, 2011). To answer this question, a number of data analysis approaches were applied, including validity tests and reliability tests using the Partial Least Squares (PLS) method. Wold (1982) created Partial Least Square (PLS) for the first time. Because it can be used for all data sizes and does not require many assumptions, the Partial Least Square (PLS) data analysis approach in research provides conclusive results.

4. RESULTS AND ANALYSIS

a. Convergent Validity

Table 1
Loading Factor

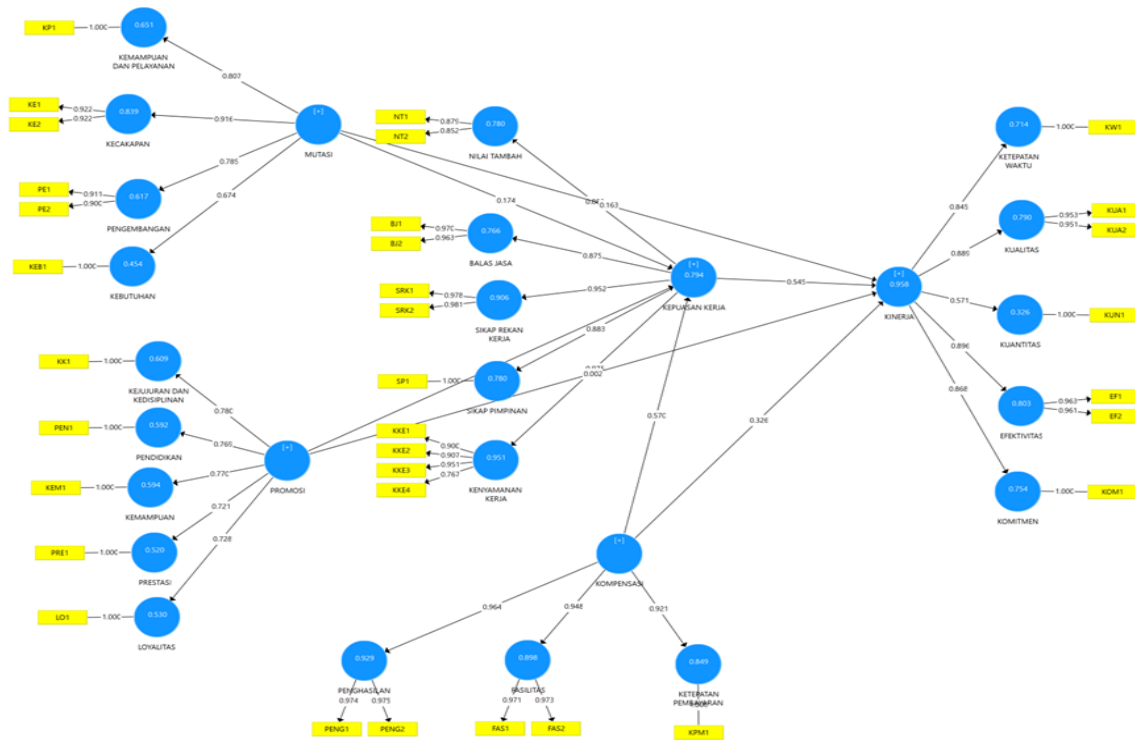
Variable	Dimension	Item	Loading Value	Information
Mutation	Capability and Service	KP1	1,000	Valid
		KE1	0,922	Valid
	Skills	KE2	0,922	Valid
		Development	PE1	0,911
			PE2	0,900
		Needs	KEB1	1,000
Variable	Dimension	Item	Loading Value	Information
Promotion	Honesty and Discipline	KK1	1,000	Valid
		Education	PEN1	1,000
	Ability	KEM1	1,000	Valid

Variable	Dimension	Item	Loading Value	Information	
	Achievement	PRE1	1,000	Valid	
	Loyalty	LO1	1,000	Valid	
Compensation	Income	PENG1	0,974	Valid	
		PENG2	0,975	Valid	
	Facility	FAS1	0,971	Valid	
		FAS2	0,973	Valid	
	Payment Accuracy	KPM1	1,000	Valid	
Job Satisfaction	Added Value	NT1	0,879	Valid	
		NT2	0,852	Valid	
	Merit Reply	BJ1	0,970	Valid	
		BJ2	0,963	Valid	
	Coworker Attitude	SRK1	0,978	Valid	
		SRK2	0,981	Valid	
	Leader's Attitude	SP1	1,000	Valid	
	Work Comfort	KKE1	0,900	Valid	
		KKE2	0,907	Valid	
		KKE3	0,951	Valid	
		KKE4	0,767	Valid	
	Performance	Timeliness	KW1	1,000	Valid
			KUA1	0,953	Valid
Quality		KUA2	0,951	Valid	
		KUN1	1,000	Valid	
Quantity		EF1	0,963	Valid	
		EF2	0,961	Valid	
Effectiveness		KOM1	1,000	Valid	

Source : Data processing results with PLS

The table above shows that most of the loading factor values have met the rules of thumbs set by Ghazali (2011), which is > 0.7 for each indicator. This means that each indicator in this study has been declared statistically valid and can be used in the research construct. The following figure is a picture showing the research model processed with Smart PLS 3 as follows:

Figure 2
PLS Outer Model Path Diagram



Source : Data processing results with PLS

b. Construct Validity

Table 2
Loading Factor (Before)

Variable	Dimention	AVE	Information
Mutation	Capability and Service	0,590	Valid
	Skills		
	Development		
	Needs		
Promotion	Honesty and Discipline	0,569	Valid
	Education		
	Ability		
	Achievement		
	Loyalty		
Compensation	Income	0,862	Valid
	Facilities		
	Payment Accuracy		
Job Satisfaction	Added Value	0,735	Valid
	Merit Reply		

	Coworker Attitude		
	Leader's Attitude		
	Work Comfort		
Performance	Timeliness	0,669	Valid
	Quality		
	Quantity		
	Effectiveness		
	Commitment		

Based on Table 2 above, it can be seen that the AVE value on the mutation, promotion, compensation, job satisfaction, and performance variables in the analysis model of this study already has a good construct validity value, namely the AVE value is greater than 0.5.

c. Discriminant Validity

Table 3
Cross Loading Value

	<i>Mutation</i>	<i>Promotion</i>	<i>Kompensation</i>	<i>Job Satisfaction</i>	<i>Performance</i>
KP1	1	0.579	0.775	0.89	0.846
KE1	0.922	0.607	0.719	0.798	0.738
KE2	0.922	0.573	0.797	0.724	0.874
PE1	0.911	0.529	0.845	0.699	0.85
PE2	0.9	0.457	0.693	0.818	0.873
KEB1	1	0.396	0.827	0.725	0.818
KK1	0.72	1	0.289	0.799	0.838
PEN1	0.686	1	0.305	0.777	0.834
KEM1	0.809	1	0.432	0.256	0.349
PRE1	0.711	1	0.781	0.482	0.44
LO1	0.716	1	0.693	0.579	0.583
PENG1	0.706	0.593	0.974	0.893	0.913
PENG2	0.845	0.549	0.975	0.855	0.848
FAS1	0.844	0.552	0.971	0.946	0.887
FAS2	0.674	0.77	0.973	0.74	0.61
KPM1	0.469	0.78	1	0.752	0.868
NT1	0.498	0.613	0.787	0.879	0.841
NT2	0.717	0.489	0.504	0.852	0.85
BJ1	0.697	0.619	0.886	0.97	0.852
BJ2	0.761	0.413	0.454	0.963	0.84
SRK1	0.459	0.551	0.727	0.978	0.571

SRK2	0.706	0.57	0.613	0.981	0.845
SP1	0.807	0.557	0.584	1	0.595
KKE1	0.752	0.461	0.389	0.9	0.712
KKE2	0.717	0.395	0.613	0.907	0.748
KKE3	0.699	0.496	0.584	0.951	0.514
KKE4	0.669	0.443	0.389	0.767	0.384
KW1	0.72	0.728	0.457	0.823	1
KUA1	0.558	0.63	0.928	0.793	0.953
KUA2	0.543	0.37	0.504	0.713	0.951
KUN1	0.598	0.392	0.403	0.748	1
EF1	0.729	0.491	0.662	0.407	0.963
EF2	0.692	0.769	0.808	0.681	0.961
KOM1	0.584	0.589	0.785	0.657	1

Source : Data processing results with PLS

. The table above shows that the value of each construct of each indicator is greater than the value of other constructs and accumulates in one construct. Therefore, it can be said that this research model has strong discriminant validity.

d. Composite Reliability

Table 4
Composite Reliability dan Cronbach's alpha

Variable	Dimention	Cronbach's Alpha	Composite Reliability	Information
Mutation	Capability and Service Skills	0.862	0.896	Valid
	Development			
	Needs			
Promotion	Honesty and Discipline	0.81	0.868	Valid
	Education			
	Ability			
	Achievement			
Compensation	Loyalty	0.96	0.969	Valid
	Income			
	Facilities			
	Payment Accuracy			

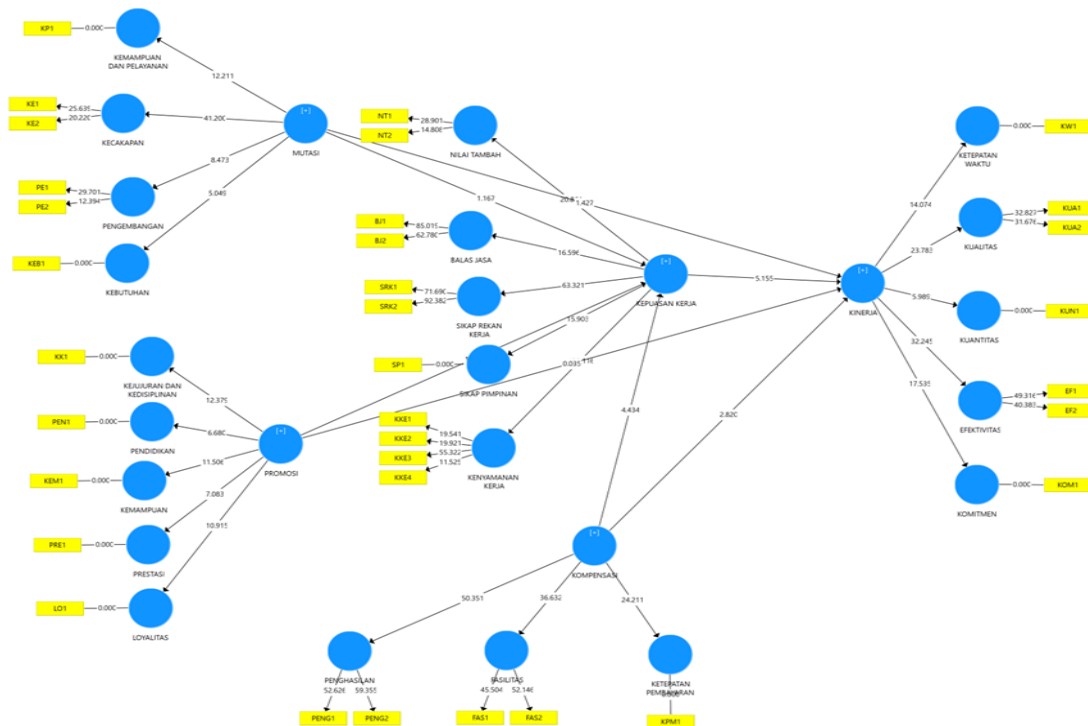
Job Satisfaction	Added Value	0.963	0.968	Valid
	Merit Reply			
	Coworker Attitude			
	Leader's Attitude			
	Work comfort			
Performance	Punctuality	0.97	0.973	Valid
	Quality			
	Quantity			
	Effectiveness			
	Commitment			

Source : Data processing results with PLS

Because all constructs in this study have a Cronbach's alpha value greater than 0.6 and a Composite reliability value greater than 0.7, it can be concluded that all constructs are reliable. This indicates that each research model design has internal consistency as measured by the instrument reliability test.

e. Inner Model Evaluation

Figure 3
PLS Inner Model Path Diagram



Source : Data processing results with PLS

f. Coefficient of Determination

Table 5
R-Square

	<i>R Square</i>
Job Satisfaction	0,794
Performance	0,958

Source : Data processing results with PLS

The coefficient of determination of each variable, calculated using the R-square value shown in the table above and multiplied by 100%, is 79.4% for the job satisfaction variable. This shows that the coefficient of determination of the job satisfaction variable influenced this study by 79.4%, with other factors outside the research model accounting for the remaining 20.6%. In addition, only 95.8% of the effect of the performance variable came from this study, with the other 4.2% coming from constructs unrelated to it.

g. Hypothesis Test

Table 6
Path Coefficients

	Original Sample	T Statistics	P Values	Information
Mutation → Job Satisfaction	0.174	1.254	0.211	not significant
Promotion → Job Satisfaction	0.455	4.784	0.000	significant
Compensation → Job Satisfaction	0.57	4.548	0,000	significant
Job Satisfaction → Performance	0.545	4.571	0,000	signifikan
Mutation → Performance	0.258	2.12	0.034	significant
Promotion → Performance	0.141	1.442	0.15	not significant
Compensation → Performance	0.637	7.222	0,000	significant
Mutation → Job Satisfaction → Performance	0.095	1.259	0.209	not significant
Promotion → Job Satisfaction → Performance	0.339	2.701	0.002	significant
Compensation → Job Satisfaction → Performance	0.311	2.872	0.004	significant

Source : Data processing results with

Based on the results of the path coefficient test in the table above, it can be used to prove the research hypothesis as follows:

a. The effect of mutation on job satisfaction

The parameter coefficient value of 0.174 in the table above shows that mutation has no effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.211 and a T-statistic value of $1.254 < 1.96$. Based on these statistical calculations, it can be concluded that mutation has no effect on job satisfaction in this research sample, as a result rejecting the proposed hypothesis (H1).

2. The effect of promotion on job satisfaction

With a parameter coefficient value of 0.455, it is clear from the table above that promotion has a positive and significant effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $4.784 < 1.96$. The results of this statistical calculation allow us to conclude that promotion has an effect on job satisfaction in the research sample, consequently accepting hypothesis H2 which states that promotion has an effect on job satisfaction.

3. The effect of compensation on job satisfaction

With a parameter coefficient value of 0.570, it is evident from the table above that compensation has a positive and substantial effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $4.548 > 1.96$. Based on these statistical calculations, it can be concluded that in this research sample, compensation has an influence on job satisfaction, the results of this study support hypothesis H3 which states that compensation has an influence on job satisfaction.

4. The effect of job satisfaction on performance

The parameter coefficient value of 0.545 in the table above convinces that job satisfaction has a positive and significant effect on performance. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $4.571 > 1.96$. This statistical calculation allows us to conclude that job satisfaction has a positive and significant effect on performance, consequently supporting hypothesis H4 which states that job satisfaction has a positive and significant effect on performance.

5. The effect of mutation on performance

The parameter coefficient value of 0.258 in the table above confirms that mutation has a positive and significant effect on performance. This can be seen from the path coefficient value which has a p-value of 0.034 and a T-statistic value of $2.120 > 1.96$. This statistical calculation allows us to conclude that mutation has a positive and significant effect on performance, accordingly supporting hypothesis H5 which states that mutation has a positive and significant effect on performance.

6. The effect of promotion on performance

The parameter coefficient value of 0.141 in the table above reveals that promotion has no effect on performance. This can be seen from the path coefficient value which has a p-value of 0.150 and a T-statistic value of $1.442 < 1.96$. This statistical calculation allows us to conclude that promotion has no effect on performance, therefore rejecting hypothesis H6 which states that promotion has a positive and significant effect on performance.

7. The effect of compensation on performance

The parameter coefficient value of 0.637 in the table above indicates that compensation has a positive and significant effect on performance. This can be seen from

the path coefficient value which has a p-value of 0.000 and a T-statistic value of $7.222 > 1.96$. This statistical calculation allows us to conclude that compensation has a positive and significant effect on performance, thus supporting hypothesis H7 which states that compensation has a positive and significant effect on performance.

8. Job satisfaction mediates the effect of mutation on performance

With a parameter coefficient value of 0.095, it is clear from the table above that job satisfaction cannot mediate the effect of mutation on performance. The path coefficient value which shows a T-statistic value of $1.259 < 1.96$ and a p-value of 0.209. Based on these statistical calculations, it can be explained that job satisfaction in this research sample cannot mediate the effect of mutation on performance, therefore rejecting hypothesis H8 which states that job satisfaction can mediate the effect of mutation on performance. The mediating effect of job satisfaction in this study is categorized as the unmediated category, because in the direct relationship (mutation \rightarrow employee performance) is significant, and in the indirect relationship (Mutation \rightarrow Job Satisfaction \rightarrow Performance) becomes not significant. Then the mediating variable does not play a role.

9. Job satisfaction mediates the effect of promotion on performance

With a parameter coefficient value of 0.339, it is clear from the table above that job satisfaction can mediate the effect of promotion on performance. The path coefficient value which shows a T-statistic value of $2.701 > 1.96$ and a p-value of 0.002. Based on these statistical calculations, it can be said that job satisfaction in this research sample can mediate the effect of promotion on performance, thus accepting hypothesis H9 which states that job satisfaction can mediate the effect of promotion on performance. The mediating effect of job satisfaction in this study is classified as the full mediation category, because in the direct relationship (Promotion \rightarrow employee performance) is not significant, and in the indirect relationship (Promotion \rightarrow Job Satisfaction \rightarrow Performance) becomes significant. Then the mediating variable plays a full role or full mediation

10. Job satisfaction mediates the effect of compensation on performance

With a parameter coefficient value of 0.311, it is clear from the table above that job satisfaction can mediate the effect of compensation on performance. The path coefficient value which shows a T-statistic value of $2.872 > 1.96$ and a p-value of 0.004. Based on these statistical calculations, it can be said that job satisfaction in this research sample can mediate the effect of compensation on performance, accordingly accepting hypothesis H10 which states that job satisfaction can mediate the effect of compensation on performance. The mediating effect of job satisfaction in this study belongs to the partial mediation category, because in the direct relationship (Compensation \rightarrow employee performance) is significant, and in the indirect relationship (Compensation \rightarrow Job Satisfaction \rightarrow Performance) still has a significant effect, then the mediating variable does not play a full role or called partial mediation or partial mediation.

DISCUSSION

a. The effect of mutation on job satisfaction

Based on the results of the analysis using PLS 3.0, it is known that the mutation parameter coefficient value of 0.174 indicates that mutation has no effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.211 and a T-statistic value of $1.254 < 1.96$. Based on these statistical calculations, it can be concluded

that mutation has no effect on job satisfaction in this research sample, thus rejecting the proposed hypothesis (H1).

Mutation is carried out by organizations to develop employees with knowledge in different units and future responsibilities or to fill positions according to job specifications. Mutation activities encourage employees to be more satisfied at work so as to encourage the organization to become more competitive. Hendri and Susi (2014: 12) state that one of the factors that has an influence on job satisfaction is mutation. Based on the results of the answers to the questionnaire by respondents regarding the dimensions of ability and service, skills, development and needs, the majority of respondents answered each statement with a score of 4 and 5, but there were several respondents who gave a score of 2 (disagree) on the statement on the dimension of need, where the statement reads that this mutation needs to be implemented and in accordance with the needs and policies of the organization. This is possible because there are a handful of respondents who think that not all mutation occurs due to a need in other agencies, but for example mutation is carried out because they follow existing regulations. Another reason is possible if the implementation of an employee mutation should not only consider the needs of the agency, but also pay attention to other factors such as fairness for these employees, careful planning related to employee mutation, transparent and nothing is covered up to employees, and not done suddenly, so that employees are able to prepare everything carefully.

The results of this study are not in line with the results of research conducted previously, namely research from Hasibuan et al (2019), Rinaldy et al (2017) and research from Parmin (2018), the results of their research are known if mutation affects employee job satisfaction.

b. The effect of promotion on job satisfaction

Based on the results of the analysis using PLS 3.0, it is known that the parameter coefficient value is 0.455, it is clear from the table above that promotion has a positive and significant effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $4.784 > 1.96$. The results of this statistical calculation allow us to conclude that promotion has an effect on job satisfaction in the research sample, thus accepting hypothesis H2 which states that promotion has an effect on job satisfaction.

Job satisfaction and the implementation of job promotion are closely related. Employees will try to work as hard and as well as possible when promotion is implemented in a company so that their achievements progress better. One of the requirements for getting a promotion is to have good quality, increased work performance, and good performance. employees who are promoted must have good achievement and loyalty. If an employee lacks attention and concentration on their work because they do not feel comfortable at work, feel underappreciated, and cannot realize their full potential, it will result in decreased job satisfaction. The findings of this study indicate that promotion affects job satisfaction.

The results of this study are in line with the results of previous research, namely research by Hasibuan, et al (2019) in "The Effect of Mutation, Promotion and Job Satisfaction on Employee Performance of Plantation Companies in Medan" stating that mutation and promotion have a significant effect on job satisfaction.

c. The effect of compensation on job satisfaction

With a parameter coefficient value of 0.570, it is evident from the table above that compensation has a positive and substantial effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $4.548 > 1.96$. Based on these statistical calculations, it can be concluded that in this research sample, compensation has an influence on job satisfaction, the results of this study support hypothesis H3 which states that compensation has an influence on job satisfaction.

The results of this study indicate that the compensation provided to employees in cross-functional programs at the Ministry of Finance as measured by the dimensions of income (salaries, allowances, other incentives), facilities, and accuracy of payments can be able to increase employee job satisfaction. The majority of respondents answered each statement with a score of 4 and 5, this means that if the respondent agrees with statements related to income (salaries, allowances, other incentives), facilities, and accuracy of payments in the questionnaire given.

The results of this study are in line with the results of previous research by Dodi, H and Evanita, S (2014) in their research "The Effect of Mutation, Compensation and Motivation on Employee Job Satisfaction at PT. PLN (Persero) West Sumatra Region Solok Area" in the results of his research it is known that compensation has a significant effect on the job satisfaction of PT PLN employees. Likewise, the results of research by Sudarsono, Masyurasyidi, and Chalidyanto (2021) also show that remuneration (one form of compensation) can affect job satisfaction.

d. Effect of job satisfaction on performance

The parameter coefficient value of 0.545 in the table above shows that job satisfaction has a positive and significant effect on performance. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $4.571 > 1.96$. This statistical calculation allows us to conclude that job satisfaction has a positive and significant effect on performance, thus supporting hypothesis H4 which states that job satisfaction has a positive and significant effect on performance.

Hasibuan (2006: 202) says that the meaning of satisfaction is the emotional attitude of someone who loves his job which is reflected in discipline, achievement, and work morale. Based on the results of the answers to the questionnaire by respondents regarding job satisfaction which consists of 5 dimensions, namely added value, fair and appropriate compensation, coworker attitudes, leadership attitudes and work comfort, the majority of respondents answered each statement with a score of 4 and 5. this means that if the respondent agrees to the statement related to job satisfaction on the questionnaire. employees who feel satisfied at work will have an impact on the results of their increasing performance.

The results of this study are in line with the results of previous research, namely research from Hasibuan et al (2019), Rinaldi et al (2017), and research from Parmin (2018), the results of their research are known if job satisfaction affects employee performance.

e. The effect of mutation on performance

The parameter coefficient value of 0.258 in the table above convinces that mutation has a positive and significant effect on performance. This can be seen from the path coefficient value which has a p-value of 0.034 and a T-statistic value of $2.120 > 1.96$. This statistical calculation allows us to conclude that mutation has a positive and significant effect

on performance, thus supporting hypothesis H5 which states that mutation has a positive and significant effect on performance.

The relationship with this study shows that the employee mutation variable provides quite good results. so it is important for the leadership within the Ministry of Finance to continue to improve the implementation of employee mutation as optimally as possible in order to provide a new atmosphere and challenges to these employees, and encourage employees to be more enthusiastic and motivated in carrying out their work to the fullest. Based on the results of the answers to the questionnaire by respondents regarding the dimensions of employee mutation consisting of abilities and services, skills, development and needs, the majority of respondents answered each statement with a score of 4 and 5, this means that the average respondent agrees with the mutation-related statements in the questionnaire.

The results of this study are in line with the results of previous research conducted by Fahmiyati, Kurniati, and Zunaida (2019) in “The Effect of Employee Promotion and Mutation on Employee Performance” at PT PINDAD (Persero) concluded that mutation affect employee performance.

f. The effect of promotion on performance

The parameter coefficient value of 0.141 in the table above shows that promotion has no effect on performance. This can be seen from the path coefficient value which has a p-value of 0.150 and a T-statistic value of $1.442 < 1.96$. This statistical calculation allows us to conclude that promotion has no effect on performance, thus rejecting hypothesis H6 which states that promotion has a positive and significant effect on performance.

Employees will try to work as hard and as well as possible when promotion are implemented in a company so that their achievements progress better. One of the requirements for getting a promotion is to have good quality, increased work performance, and good performance. Based on the results of the answers to the questionnaire by respondents regarding the dimensions of promotion, namely honesty and discipline, education, ability, achievement, and loyalty, the majority of respondents answered each statement with a score of 4 and 5, but there were several respondents who gave a score of 3 (undecided), especially in the education dimension. Where the indicator is to make education one of the considerations in the promotion of existing positions. It is possible that some respondents who gave a score of 3 on the indicator, are those who consider that there are other factors that are far more important than just education, for example: honesty, discipline, ability, achievement, and loyalty. These factors may be one of the reasons why promotion has no effect on performance. Because there are other factors that affect employee performance, such as compensation, mutation and so on.

The results of this study are not in line with the results of research from Fahmiyati, Kurniati, and Zunaida (2019), the results of their research show that promotion has an effect on employee performance. Furthermore, other research was also conducted by Anisah and Ratnasari (2019), the results of their research show that promotion had an insignificant effect on employee performance.

g. The effect of compensation on performance

The parameter coefficient value of 0.637 in the table above shows that compensation has a positive and significant effect on performance. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $7.222 > 1.96$. This

statistical calculation allows us to conclude that compensation has a positive and significant effect on performance, thus supporting hypothesis H7 which states that compensation has a positive and significant effect on performance.

When the performance performed by employees is appreciated and given a high salary, employees will remain satisfied and committed to the agency where they work (Darus, Azizan, & Ahmad, 2016). Salary level is an important motivator for most employees (Rynes, Gerhart, & Minette, 2004). A person's salary has economic and instrumental value and carries or significant emotional value for their self-assessment and status (Blader & Tyler, 2009). Based on the results of the questionnaire given to respondents, it is known that from a number of statements related to compensation indicators, the majority of respondents gave agreed answer choices which were given a score of 4. This means that the compensation rights they get are in accordance with their expectations.

The results of this study are in line with the results of previous research conducted by Hardiyanto, D and Hendarsjah, H (2021) in "Analysis of The Relationship Between Pay Level Satisfaction and Individual Work Performance With Person-Environment Fits (Person-Job Fit, Person-Organization Fit, and Person-Group Fit) as Moderating Variables states that the level of salary satisfaction (compensation) has a positive relationship with Individual Work Performance (IWP).

h. Job satisfaction mediates the effect of mutation on performance

With a parameter coefficient value of 0.095, it is clear from the table above that job satisfaction cannot mediate the effect of mutation on performance. The path coefficient value which shows a T-statistic value of $1.259 < 1.96$ and a p-value of 0.209. Based on these statistical calculations, it can be said that job satisfaction in this research sample cannot mediate the effect of mutation on performance, thus rejecting hypothesis H8 which states that job satisfaction can mediate the effect of mutation on performance.

Based on the results of the answers to the questionnaire by respondents regarding the dimensions of ability and service, skills, development and needs, the majority of respondents answered each statement with a score of 4 and 5, but there were several respondents who gave a score of 2 (disagree) on the statement on the dimension of need, where the statement reads that this mutation needs to be carried out and in accordance with the needs and policies of the organization. This is possible because there are a handful of respondents who think that not all mutations occur due to a need in other agencies. Therefore, if it is related to job satisfaction, if the mutation received by employees is not in accordance with what is expected, then job satisfaction will actually weaken the influence between mutation on employee performance.

The results of this study are not in line with the results of research from Nugroho (2021), where the results of his research show that job satisfaction can mediate the effect of mutation on employee performance.

i. Job satisfaction mediates the effect of promotion on performance

With a parameter coefficient value of 0.339, it is clear from the table above that job satisfaction can mediate the effect of promotion on performance. The path coefficient value which shows a T-statistic value of $2.701 > 1.96$ and a p-value of 0.002. Based on these statistical calculations, it can be concluded that job satisfaction in this research sample can

mediate the effect of promotion on performance, consequently accepting hypothesis H9 which states that job satisfaction can mediate the effect of promotion on performance.

The existence of a cross function program provided by the Ministry of Finance to its employees, one of which is promotion, with this program will make employees have the opportunity to improve the career path of employees in the future. Increasing the career ladder is one of the things that employees want, so that if an agency provides such an opportunity, employees will feel satisfied in providing their service to the agency where they work and these employees will be enthusiastic in carrying out their job responsibilities. Therefore, promotion will make employees satisfied at work and will improve the performance of these employees.

The results of this study are also supported by previous research, namely Arif's research (2022) found that the results of his research show that, promotion has a positive and significant effect on job satisfaction and performance, job satisfaction has a positive effect on employee performance. and promotion has a positive influence on employee performance mediated by job satisfaction.

j. Job satisfaction mediates the effect of compensation on performance

With a parameter coefficient value of 0.311, it is clear from the table above that job satisfaction can mediate the effect of compensation on performance. The path coefficient value which shows a T-statistic value of $2.872 > 1.96$ and a p-value of 0.004. Based on these statistical calculations, it can be said that job satisfaction in this research sample can mediate the effect of compensation on performance, thus accepting hypothesis H10 which states that job satisfaction can mediate the effect of compensation on performance. .

Salary level is an important motivator for most employees (Rynes, Gerhart, & Minette, 2004). A person's salary has economic and instrumental value and carries or significant emotional value for their self-assessment and status (Blader & Tyler, 2009). If an employee feels that the compensation they get is in accordance with the performance and position they have, then it will make employees satisfied at work, because they feel that the compensation they get is in accordance with the service they provide, and will have an impact on improving their performance.

Research conducted by (Sari, 2016), (Hidayah, 2016), (Kurniawan et al., 2020), and (Suwandi & Mandahuri, 2021) states that the compensation variable has a significant positive effect on performance through mediation of job satisfaction.

5. CONCLUSION

Based on the results and discussion described in the previous chapter, the conclusions of this study are as follows:

- a. Mutation have no effect on job satisfaction.
- b. Promotion affects job satisfaction.
- c. Compensation affects job satisfaction
- d. Job satisfaction affects performance.
- e. Mutation affects performance
- f. Promotion has no effect on performance
- g. Compensation affects performance
- h. Job satisfaction is not able to mediate the effect of mutation on performance

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- i. Job satisfaction is able to mediate the effect of promotion on performance
 - j. Job satisfaction is able to mediate the effect of compensation on performance.

Suggestion

Based on the results and conclusions above, the suggestions that can be provided in this study are as follows:

- a. It is described from this study's findings that mutation does not have an impact on job satisfaction. It shows that the relevant agencies strongly need to pay attention to improve other factors that have an impact on job satisfaction. For example, in this study there are promotion and compensation variables, both of which based on the results of this study have an effect on job satisfaction. Another suggestion for further research is to further consider and re-analyze what factors can affect job satisfaction besides mutation. For example, work environment, communication, facilities, and so on.
- b. It is revealed from this study's findings that promotion influences job satisfaction. It is strongly suggested that promotion will be considered by the relevant agencies by providing promotion policies for their employees with certain criteria needed.
- c. It is concluded from this study's findings that compensation affect job satisfaction. It is meant that the relevant agencies need to be better improved in the future, especially related to providing compensation in accordance with the provisions and paid on time can affect the job satisfaction of its employees.
- d. It is proven from this study's findings that job satisfaction affects performance. It is suggested that job satisfaction and its factors must be considered by the relevant agencies to do their best to increase employee job satisfaction.
- e. It is resulted from this study's findings that mutation influences performance. It is hoped that the relevant agencies will further consider and develop the mutation policy even better for their employees, of course by considering many aspects.
- f. It is confirmed from this study's findings that promotion is unable to influence performance. It is advised to reevaluate the variables other than promotion that can impact employee performance to conduct more research, such as organizational culture, work environment, communication, and so on.
- g. It is described from this study's findings that compensation has influence performance. It is therefore guided that the relevant agencies will further enhance the compensation they provide to employees by doing so in compliance with rules set forth by the central government and ensuring that payments are paid on schedule.
- h. It is showed from this study's findings that job satisfaction is not able to mediate the effect of mutation on performance. The results of this study should be used as an illustration to other researchers in the future, because job satisfaction is not suitable as an intervening variable between the effect of mutation on employee performance.
- i. It is well evidenced from this study's findings that the impact of a promotion on performance can be mediated by job satisfaction. It is suggested that the relevant agencies boost the number of promotion given to their standard-requirements since these

employees will feel more satisfied and perform better for the organisation as a result of receiving a promotion.

- j. Finally, it is determined from this study's findings that job satisfaction acts as a mediator the effect of compensation on performance. It is suggested that the relevant agencies have to enhance their employee compensation plans even more, as compensation lead to employee satisfaction and increased performance within the organization.

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