



## The Effect of Mutation and Promotion on Employee Performance With Job Satisfaction as An Intervening Variable at PT. Wahana Ottomitra Multiartha Tbk

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**Abstract:** This study aims to see how employee performance in encouraging companies to set targets and see what things affect the level of employee performance. The data collection method is done through a questionnaire using a Likert scale. The sample taken was 112 people. Data processed using SmartPLS 3.0, analyzed by multiple regression. The results of this study state that Mutation has a positive and significant effect on Job Satisfaction at PT Wahana Ottomitra Multiartha Tbk 0.000 (<0.5) with a T-statistic of 3.624 (>1.96). The Original Sample value is positive, which is 0.362. Job promotion has a positive and significant effect on Job Satisfaction at PT Wahana Ottomitra Multiartha Tbk 0.000 (<0.5) with a T-statistic of 4.613 (>1.96). The Original Sample value is positive, which is 0.467. Mutation has a positive and significant effect on employee performance at PT Wahana Ottomitra Multiartha Tbk 0.009 (<0.5) with a T-statistic of 2.640 (>1.96). The Original Sample value is positive, which is 0.262. Job promotion has a positive and significant effect on employee performance at PT Wahana Ottomitra Multiartha Tbk 0.001 (<0.5) with a T-statistic of 3.426 (>1.96). The Original Sample value is positive, which is 0.358. Job satisfaction has a positive and significant effect on employee performance at PT Wahana Ottomitra Multiartha Tbk 0.010 (<0.5) with a T-statistic of 2.586 (>1.96). The Original Sample value is positive, which is 0.269. Job Satisfaction can mediate the effect of mutation on employee performance at PT Wahana Ottomitra Multiartha Tbk with a significant 0.044 (<0.5) with a T-statistic of 2.018 (>1.96). The Original Sample value is positive, which is 0.098. Job Satisfaction can mediate the effect of job promotion on employee performance at PT Wahana Ottomitra Multiartha Tbk with a significant 0.025 (<0.5) with a T-statistic of 2.252 (>1.96). The Original Sample value is positive, which is 0.126. It is known that the R Square value for each construct, namely Job Satisfaction, is 0.614 with an Adjusted R Square of 0.607, which means 60.7%. So mutations and promotions have a contribution in explaining the job satisfaction variable. Based on the results on employee performance, there is an R Square of 0.664 with an Adjusted R Square of 0.654, which means 65.4%. So mutations and promotions have a contribution in explaining the employee performance variable.

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

### INTRODUCTION

Financing Company (Finance) or more commonly known as Leasing is a company specifically established to carry out consumer financing activities such as motorcycle loans and financing in the form of fund providers. Just like banks and other institutions, the financing process in leasing companies has been supervised by the OJK (Financial Services Authority).

A company or organization to realize its existence in achieving its goals requires human resources who have good performance. Performance basically includes a mental attitude and behavior that wants to grow and always has the view that the work carried out today must be of higher quality than the implementation of past work. An employee will feel that he has his own pride and satisfaction with the achievements achieved based on the performance he provides for the company. Good performance is a desirable situation in the world of work. Wibowo (2014) suggests that performance comes from the notion of performance which is

defined as work results or work performance, but actually performance has a broad meaning, performance is also defined as how the work process takes place. Good employee performance can be seen from the existence of good quality work in completing any work given by superiors or leaders exactly according to the specified time and can achieve any targets set by the company, as stated by Mangkunegara (2013) that performance is work performance or work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In achieving performance targets, organizations need human resources with good performance and able to work efficiently and effectively. The human resource performance in question is an employee who shows work behavior that leads to the achievement of the company's goals and objectives. This requires the company to do many ways to improve the performance of the human resources in it, including by means of job transfers and promotions (Hikayah, 2018).

Basically, job mutation is an employee development function, because its main purpose is to improve the efficiency and effectiveness of work in the organization concerned, both mutations that are a follow-up to performance appraisals and those that are not related to performance (Priyana, 2013). However, the implementation of position mutations is still often misinterpreted by people as just a position punishment, position mutations are also inseparable from the reasons for employees to reduce boredom or boredom in their workplace. Employees who are not transferred will feel bored and bored due to the monotonous nature of the work so that there is no career development and new experiences gained from these employees, as well as job transfers that are not in accordance with the skills and abilities of these employees (Ningsih, 2019).

Meanwhile, promotion is an effort to improve employee performance by giving awards or rewards to employees for achievement. Placement of employees in higher level positions aims to make employees improve good performance and provide maximum service. Job promotion is used as a motivator and the right solution for employees in improving higher performance (Hikayah, 2018).

The implementation of mutations and promotions must be based on an objective assessment of the achievements achieved by employees because the mutation and promotion system intends to provide opportunities for employees to develop their potential. As an effort to foster and refresh employees who have poor performance, PT Wahana Ottomitra Multiartha Tbk. The types of financing at PT Wahana Ottomitra Multiartha Tbk are as follows:

Table 1 Name and Type of Financing at PT Wahana ottomitra Multiatha Tbk

| Numbers | Financing Name           | Financing Type                     |
|---------|--------------------------|------------------------------------|
| 1       | My Car Financing         | BPKB Car 4 wheels and above        |
| 2       | My Motorcycle Financing  | BPKB Motorcycle                    |
| 3       | New Motorcycle Financing | Honda, Yamaha, Kawasaki and Suzuki |

PT Wahana Ottomitra Tbk has types of financing in accordance with market needs. However, to run or offer these types of financing must be supported by good human resources. Human resources are one of the main assets in a company considering that these resources are what make other organizational resources work. However, companies often face various challenges in managing their human resources. In practice, many employees do not want to be transferred outside their domicile for family reasons and are not ready to move outside their domicile because they have to leave their families or are forced to accept being transferred because they have not found a new job. This causes employee performance to decline and results in employees making many mistakes because they do not do their work properly. It is the same when employees are selected for promotion. Many of the candidates who will be promoted refuse to be promoted on the grounds that they are not ready and not able to be in a new position so that it can affect employee performance if the promoted employee does not really go through the process.

The superiors who carry out these mutations or promotions do not listen to several employee complaints that are conveyed directly through concert activities carried out by the Human Capital department. This situation has caused a decrease in performance and job satisfaction at the Function Head Level who will be transferred or promoted by the company. Therefore, due to the problems that arise in the company, researchers are interested in further researching the problems that arise at PT Wahana Ottomitra Multiarta Tbk and found that the results of employee work appraisals at PT Wahana Ottomitra Multiarta Tbk are still relatively low every period. The performance appraisal of PT Wahana Ottomitra Multiarta Tbk itself is carried out every six months.

Table 2 Performance Assessment of Function Head Employees for the Period 2020 - 2022

| Month           | Years  |        |        |
|-----------------|--------|--------|--------|
|                 | 2020   | 2021   | 2022   |
| <b>JUNE</b>     | 83.71% | 81.21% | 80.56% |
| <b>DECEMBER</b> | 84.24% | 79.68% | 77.98% |

Data source: HC Department data for the period 2020 - 2022

Kategori penilaian:

- <85% = Perlu Peningkatan
- 85% - <100% = Sesuai Target Sedang
- 100% - <110% = Sesuai Target Tinggi

- 110% - <115 = Melebihi Target
- $\geq$  - 115% = Luar Biasa

Table 2 shows that the performance results of PT Wahana Ottomitra Multiartha Tbk employees are still classified as low in the Need Improvement category for three consecutive years. Where the lowest standard of the company must at least be in the On Target Medium category. This affects job satisfaction where many employees resign at the Function Head level.

Table 3 Function Head Employees who Resigned 2020 - 2022

| Years | EMPLOYEES RESIGN PER YEAR | TOTAL EMPLOYEES AT END OF YEAR |
|-------|---------------------------|--------------------------------|
| 2020  | 23                        | 172                            |
| 2021  | 28                        | 163                            |
| 2022  | 33                        | 168                            |

Data source: HC Department data for the period 2020 - 2022

With the job satisfaction of employees, it will encourage the performance of these employees, but the low job satisfaction of employees can also be seen from the HC department data that resigns at the Function Head level, and related reasons given by employees who choose to resign are not willing to be transferred, want to return to their domicile, the benefits received are not suitable, looking for other jobs and others.

The above problems must immediately find a bright spot in order to avoid decreasing job satisfaction and reducing employee performance itself and more employees will resign. So that based on the problems described above, the authors are interested in conducting research with the title "The Effect of Mutation and Position Promotion on Employee Performance with Job Satisfaction as an Intervening Variable at Pt Wahana Ottomitra Multiartha Tbk.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human resource management is a study of human labor problems that are arranged in order of their functions to be effective and efficient in realizing the goals of the company, employees and society. In every institution, personnel or human resources occupy the most vital position and are the most valuable asset. Costs and infrastructure and technology are important in carrying out a job, but the availability of these resources becomes useless if handled by human resources who are not competent and lack commitment.

### **Mutation**

Mutation is a process of transferring an employee's position / position to another position / position that is considered to be at the same level or equal to the previous position / position.

## **Position Promotion**

Promotion is a transfer of position / position or re-employment of an employee from a lower level to a higher level. With an increase in position, the duties, responsibilities, and authority will also increase. In general, promotions are also followed by an increase in salary or and other facilities. The results of the promotion carried out can shape employee behavior towards work which can increase employee morale properly.

## **Performance**

Performance is the result of a person's overall success during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon.

## **Job Satisfaction**

Job satisfaction is a psychological state that pleases employees and that is felt by employees in a work environment because their needs are met.

## **METHODS**

### **Multiple Regression Equation**

According to (Sidanti, 2015) multiple linear regression is a statistical analysis used to analyze multiple regression analysis data. To analyze the data in this study, namely by using the smart PLS computer application tool. To determine the effect of the independent variable on the dependent effect, the following formula is used:

$$Z1 = \alpha + \beta1.X1 + \beta2.X2 + \beta3.X3 + e$$

$$Y = \alpha + \beta1.X1 + \beta2.X2 + \beta3.X3 + \beta.Z + e$$

### **Description:**

Y = Performance

$\alpha$  = Constant

$\beta3$  = Regression Coefficient

X1 = Leadership Style

X2 = Work Motivation

Z = Job Satisfaction

e = Error

In this study, there is a direct effect, indirect effect, and total relationship effect because there are independent variables, dependent variables, and intervening variables. In the smart PLS 3.0 program, the results of hypothesis testing can be generated and seen through the PathCoefficient Bootstrapping technique.

## RESULTS AND DISCUSSION

### Characteristics of Respondents by Age and Gender

**Table 1 Respondents by Age and Gender**

**Age \* Gender Crosstabulation**

| Count |         | Gender |        | Total |
|-------|---------|--------|--------|-------|
|       |         | Male   | Female |       |
| Age   | < 20    | 11     | 3      | 14    |
|       | 20 – 30 | 37     | 20     | 57    |
|       | 30 – 40 | 19     | 12     | 31    |
|       | 40 >    | 6      | 4      | 10    |
| Total |         | 73     | 39     | 112   |

Source: Primary data processed, 2023

The table above shows a total of 112 respondents with a division of 73 men and 39 women. Respondents with age < 20 years were 14 people with a division of 11 men and 3 women. Age 20 - 30 years as many as 57 people with a division of 37 men and 20 women. Age 30 - 40 years as many as 31 people with a division of 19 men and 12 women. Age > 40 years as many as 10 people with a division of 6 men and 4 women.

### Characteristics of Respondents Based on Last Education and Years of Service

**Table 2 Respondents Based on Last Education and Tenure**

**Last Education \* Period of Employment Crosstabulation**

| Count          |             | Period of Employment |             |             |           | Total |
|----------------|-------------|----------------------|-------------|-------------|-----------|-------|
|                |             | < 1 Years            | 1 - 3 Years | 3 - 5 Years | > 5 Years |       |
| Last Education | High School | 0                    | 3           | 7           | 2         | 12    |
|                | Diploma     | 1                    | 4           | 10          | 1         | 16    |
|                | Bachelor    | 5                    | 25          | 35          | 19        | 84    |
| Total          |             | 6                    | 32          | 52          | 22        | 112   |

Source: Primary data processed, 2023

From this table, it is known that the most studied education level is S1 as many as 84 people, with a tenure of < 1 year as many as 6 people, a tenure of 1-3 years as many as 32 people, a tenure of 3-5 years as many as 52 people, and a tenure of > 5 years as many as 22 people.

### Measurement Model (Outer Model)

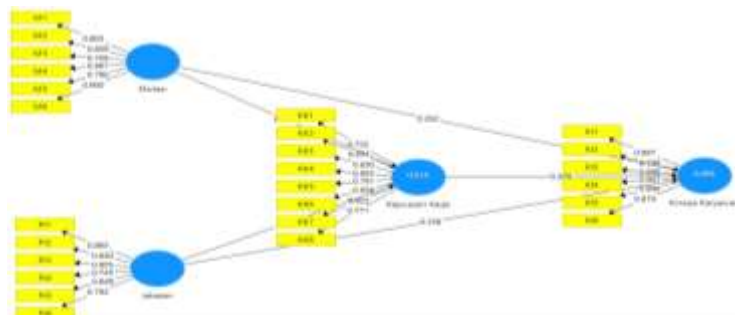


Figure 1 Outer Model

Based on Figure 1 convergent validity test results for the loading factor value on each construct, namely Mutation which has measurement indicators, each of which has a value of [M1 = 0.803; M2 = 0.859; M3 = 0.709; M4 = 0.867; M5 = 0.790; M6 = 0.900], Job Promotion [PJ1 = 0.865; PJ2 = 0.850; PJ3 = 0.805; PJ4 = 0.745; PJ5 = 0.849; PJ6=0.792], Job Satisfaction [KK1=0.722; KK2=0.857; KK3=0.830; KK4=0.863; KK5=0.791; KK6=0.858; KK7=0.822; KK8=0.771] and Employee Performance [KI1=0.887; KI2=0.789; KI3=0.899; KI4=0.907; KI5=0.896; KI6=0.874] It is known that each research variable has many outer loading of more than 0.5. The data above shows no indicators less than 0.5 so that the items are valid.

### Model Structural (Inner Model)

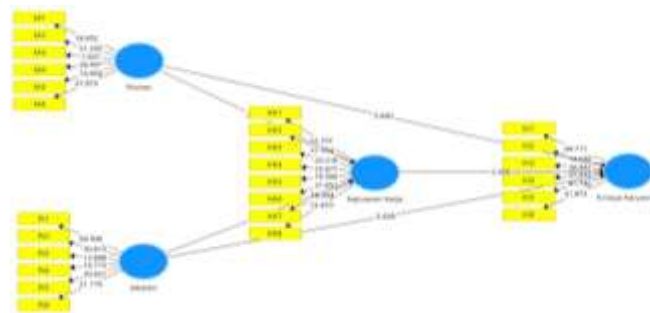


Figure 2 Inner Model

Table 3 R Square Value

|                      | R Square | R Square Adjusted |
|----------------------|----------|-------------------|
| Job Satisfaction     | 0,614    | 0,607             |
| Employee Performance | 0,664    | 0,654             |

Based on the results of the analysis, the R Square value for each construct, namely Job Satisfaction, is 0.614 with an Adjusted R Square of 0.607, which means 60.7%. So mutations and promotions have a contribution in explaining the job satisfaction variable. Based on the results on employee performance, there is an R Square of 0.664 with an Adjusted R Square of 0.654, which means 65.4%. So mutations and promotions have a contribution in explaining the employee performance variable.

Table 4 Path Analysis of Direct Effect

|  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values     |
|--|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Job Promotion -> Job Satisfaction        | 0,467               | 0,466           | 0,101                      | 4,613                    | <b>0,000</b> |
| Position -> Employee Performance         | 0,358               | 0,368           | 0,105                      | 3,426                    | <b>0,001</b> |
| Job Satisfaction -> Employee Performance | 0,269               | 0,271           | 0,104                      | 2,586                    | <b>0,010</b> |
| Mutation -> Job Satisfaction             | 0,362               | 0,363           | 0,100                      | 3,624                    | <b>0,000</b> |
| Mutation -> Employee Performance         | 0,262               | 0,249           | 0,099                      | 2,640                    | <b>0,009</b> |

1. The sig value of Position Promotion, Mutation, and Job Satisfaction on Performance is less than 0.05, which means that Position Promotion, Mutation, and Satisfaction have an effect on Employee Performance.
2. The sig value of Position Promotion and Mutation on Satisfaction is less than 0.05, which means that Position Promotion and Mutation have an effect on Job Satisfaction.

**Table 5 Path Analysis of Indirect Influence**

|  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values     |
|--|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Position -> Job Satisfaction -> Employee Performance | 0,126               | 0,126           | 0,056                      | 2,252                    | <b>0,025</b> |
| Transfer -> Job Satisfaction -> Employee Performance | 0,098               | 0,098           | 0,048                      | 2,018                    | <b>0,044</b> |

The sig value on the effect of Mutation and Position Promotion on employee performance mediated by Job Satisfaction is less than 0.05, which means that Satisfaction mediates Mutation and Position Promotion on Employee Performance.

## DISCUSSION OF RESEARCH RESULTS

### The Effect of Mutation on Job Satisfaction

The mutation variable has a positive and significant effect on job satisfaction at PT Wahana Ottomitra Multiartha Tbk. This means that mutation has a role in Job Satisfaction. If the mutation is done correctly, job satisfaction will be achieved as expected. Leaders have an important role in the mutation process of each employee. Mutations that are carried out incorrectly will affect employee job satisfaction. Arman Firmansyah (2017) conducted research on "The Effect of the Mutation Program on Employee Job Satisfaction". It can be concluded that there is a positive and significant influence on job satisfaction. This can be shown by the better the mutation program, the higher the job satisfaction. This is also supported by the t statistical test data processing method which shows that there is an influence between the mutation program on job satisfaction.

### The Effect of Position Promotion on Job Satisfaction

The results of the study obtained that position promotion has a positive and significant effect on job satisfaction at PT Wahana Ottomitra Multiartha Tbk. This means that job promotion has an important role in Job Satisfaction. The level of employee job satisfaction can be seen from how challenging the work given is to do, the wages and salaries given are felt to meet daily needs, and there are opportunities to improve careers. This study supports the results of research conducted by Norman Gultom (2015) which explains that Position Promotion affects Job Satisfaction.



### **Effect of Mutation on Employee Performance**

From the results of the study, it shows that mutations affect employee performance. This means that mutation has an important role in performance. If the mutation is done well, employee performance will be right on target to achieve the goals of a company. Sabari (2014) suggests that mutation has a positive effect on performance, meaning that through the mutation program employees are able to do their jobs effectively and efficiently. Thus, the mutation program must be implemented appropriately so that employees can provide a good and positive attitude and be more enthusiastic in carrying out their work.

### **Effect of Position Promotion on Employee Performance**

The results of the study obtained that job promotion has a positive and significant effect on employee performance at PT Wahana Ottomitra Multiartha Tbk. This means that it has an important role in job promotion on employee performance. Employee performance will increase if there is a motivation. According to Hasibuan (2012: 37) says that if the opportunity to be promoted is relatively small or almost non-existent, employee morale, discipline, and work performance will decrease. Based on the opinions of the experts above, it can be formulated that job promotion is very influential on employee performance and if there is an opportunity for employees who are promoted based on the principle of fairness, employees will be enthusiastic about working so that office goals can be achieved.

### **The Effect of Job Satisfaction on Employee Performance**

The results of the study obtained that job satisfaction has a positive and significant effect on performance at PT Wahana Ottomitra Multiartha Tbk. This means that Job Satisfaction has an important role in Employee Performance. Job satisfaction is one of the most important things in the world of work. Job satisfaction is also very influential in measuring employee performance. Job satisfaction can be measured from the level of the job, salary, to promotion.

Job satisfaction will be achieved if employee needs are met through work. Where job satisfaction is a state of happy emotions or positive emotions that come from an assessment of one's work or experience. With high job satisfaction, it will improve employee performance towards the organization where they work. As revealed by (Putu 2013) states that job satisfaction and performance have a positive and significant influence, meaning that the higher the satisfaction received by employees, the effect on high employee performance as well.

### **The Effect of Mutation on Employee Performance through Job Satisfaction**

Research results obtained that job satisfaction can mediate the effect of mutations on employee performance at PT Wahana Ottomitra Multiartha Tbk. With the correct and

appropriate mutation process, job satisfaction will increase so that in the end it will have an impact on improving employee performance. It is known that the significant value is 0.044 ( $<0.5$ ) with a T-statistic of 2.018 ( $>1.96$ ). The Original Sample value is positive at 0.098 which indicates that the direction of the relationship between mutation through job satisfaction on employee performance is positive and significant.

### **The Effect of Position Promotion on Employee Performance through Job Satisfaction**

The results of the study obtained that job satisfaction can mediate the effect of job promotion on employee performance at PT Wahana Ottomitra Multiartha Tbk. With the promotion of positions for qualified employees and in accordance with the benefits and allowances received, job satisfaction will increase so that in the end the promoted employee will have an impact on improving employee performance. It is known that the significant value is 0.025 ( $<0.5$ ) with a T-statistic of 2.252 ( $>1.96$ ). The Original Sample value is positive at 0.126 which indicates that the direction of the relationship between job promotion through job satisfaction on employee performance is positive and significant.

## **CONCLUSION**

- Mutation has a positive and significant effect on job satisfaction of employees of PT Wahana Ottomitra Multiartha Tbk. This means that this condition proves that the correct mutation will be able to increase job satisfaction.
- Position Promotion has a positive and significant effect on job satisfaction at PT Wahana Ottomitra Multiartha Tbk. This means that this condition proves that job promotions are carried out according to procedures and employees who are promoted get appropriate benefits, which can increase job satisfaction.
- Mutation has a positive and significant effect on employee performance at PT Wahana Ottomitra Multiartha Tbk. This means that this condition proves that mutations carried out according to procedures will be able to improve performance.
- Position Promotion has a positive and significant effect on employee performance at PT Wahana Ottomitra Multiartha Tbk. This means that this condition proves that targeted promotions will be able to improve employee performance.
- Job satisfaction has a positive and significant effect on employee performance at PT. Wahana Ottomitra Multiartha Tbk. This means that this condition proves that higher job satisfaction can improve employee performance.
- The effect of mutation on employee performance at PT. Wahana Ottomitra Multiartha Tbk will be smaller if done through job satisfaction. The direct effect of mutation on employee

performance is greater than the indirect effect of mutation on employee performance. It can be concluded that employee performance is more directly influenced by mutations.

- The effect of job promotion on employee performance at PT Wahana Ottomitra Multiartha Tbk will be smaller if done through job satisfaction. The direct effect of job promotion on employee performance is greater than the indirect effect of job promotion on employee performance. It can be concluded that employee performance is more directly influenced by job promotion.

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