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EFFECT OF MUTATIONS AND POSITION PROMOTIONS ON EMPLOYEE
PERFORMANCE THROUGH JOB SATISFACTION PT. PEGADAIAN AREA MAKASSAR

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Abstract

The purpose of this study was to determine directly or indirectly the effect of job transfers and promotions on employee performance through job satisfaction at PT. Makassar Pawnshop Area. The total population in this study were all employees at PT Pegadaian Area Makassar 2, which amounted to 218 employees with a total sample of 132 people. The data analysis method used is Partial Least Square (PLS) using the Smart PLS 3.0 program tool. The results of data analysis using Partial Least Square (PLS) show that 1. Mutations carried out by PT. Makassar Pawnshop Area has a significant effect on employee performance. 2. Promotion of positions carried out by PT. Makassar Pawnshop Area has a significant influence on employee performance. 3. Mutations have a significant effect on job satisfaction. 4. Promotion of positions applied by PT. Makassar Pawnshop Area has a significant influence on job satisfaction. 5. Job satisfaction has a significant effect on employee performance. 6. Job satisfaction has been proven to play a role as a mediating variable between mutations on employee performance. 7. Job satisfaction has been shown to play a role as a mediating variable between job promotions and employee performance.

Keywords: Mutation, Promotion, Performance, Job Satisfaction

INTRODUCTION

Background

As time goes by, competition in the world of work is getting higher, so every business entity or organization needs workers who can work quickly, work in teams and think fast. The company continuously tries to develop strategies so that the performance of their employees can be maximized and be able to realize the goals of the company. In carrying out their duties each employee has different abilities and results, therefore performance is individual. Employees who can produce good performance can make a big contribution to the company. Good performance is certainly followed by the desire of employees who want to be given direct attention from the company, for example, given the opportunity to transfer or move to a workplace of their choice and/or get a promotion, of course, this will make employees feel cared for and can give a sense of satisfaction. In working for the employee. In addition to mutations, the filling of vacancies is also carried out through promotions. One form of paying attention to human resources in a company is to carry out promotions. Every employee always has a desire to be better, get a higher salary, work position closer to where they live, have a higher position and so on. . A promotion occurs when an employee is transferred from one job to another that is higher in pay, responsibility and/or level (N.D Sabar, Adolfini., L.O.H Datulong, 2017). Job satisfaction is a sense of security (security feeling) and has the following aspects: socio-economic aspects (salary and social security), psychological aspects, namely the opportunity to advance, the opportunity to get an award, related to the association of fellow employees and employees with superiors.

LITERATURE REVIEW

Definition of Employee Performance

Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2012). According to Kasmir (2015) performance can be defined as: " work results and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. According to Robbins (2013), the indicators in evaluating employee performance are work performance, target achievement, skills, satisfaction, initiative, attendance rate, obedience, on time.

Mutation

One of the follow-up actions taken from the results of employee performance appraisals is employee transfers, in which the company selects and determines in advance the basic considerations that will be used as guidelines for selecting which employees will be transferred. According to Hasibuan (2014) mutation is a change in position/position/job carried out both horizontally and vertically (promotion/demotion) within one organization. According to

Sastrohadiwirjoyo (2002) mutation is an employment activity related to the process of transferring the functions, responsibilities, and employment status of the workforce to certain situations with the aim that the workforce concerned obtains deep job satisfaction and can provide the maximum possible work performance to the company. According to Hasibuan (2011), there are several reasons and reasons for the mutation are as follows: Self-request, Cooperation, Transfer of Productive Tasks (ATP).

Job Promotion

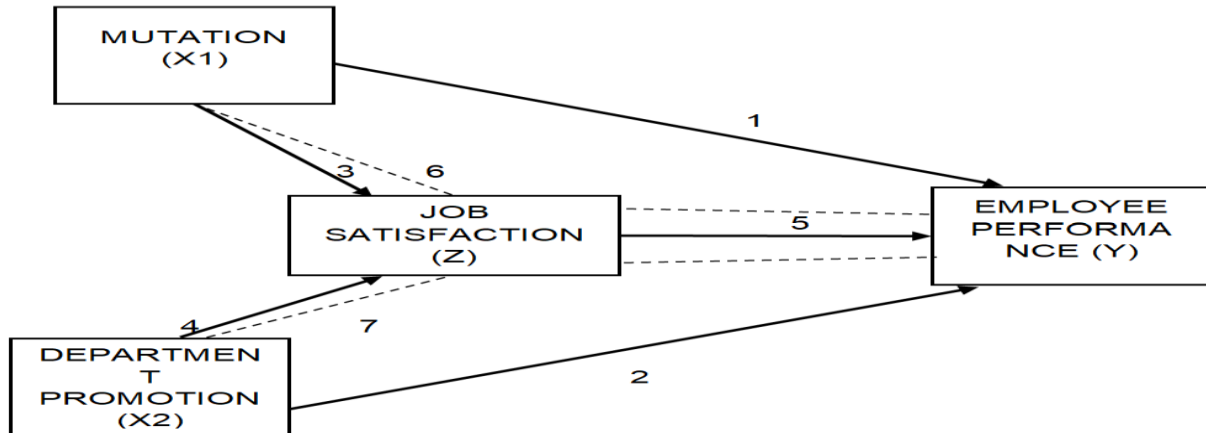
Hariandja (2002) promotion is the promotion of a person's position to another position that has a greater responsibility, a higher salary, and at a larger organizational level. According to Wahyudi (2002) promotion is a change in position/position or job from a lower level to a higher level, usually followed by an increase in one's responsibilities, rights, and social status. According to Manullang (2010), promotion is an increase in position, namely accepting greater power and responsibility than previous powers and responsibilities. Meanwhile, according to Sastrohadiwiryo (2002) promotion can be interpreted as a process of changing from one job to another in the hierarchy of authority and responsibility that has been given to the workforce at the previous time. The indicators of Job Promotion according to Wahyudi (2002) are as follows: Honesty, Loyalty, 3. Education Level, Work Experience, 5. Initiative.

Job satisfaction

According to Parwita (2013) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. This attitude towards work is the result of some individual-specific attitudes and individual social relationships outside of work that gives rise to an individual's general attitude towards the work he faces. Rivai (2004) states that job satisfaction is an evaluation that describes a person's feelings of being happy or not happy, satisfied or dissatisfied at work. Factors commonly used to measure employee job satisfaction according to Robbin (2008), namely: the work itself (work itself), salary/wages (pay), promotion (promotion), supervision (supervision), coworkers (workers).).

FRAMEWORK

conceptual framework



Hypothesis

H1: Mutations affect employee performance.

H2: Position Promotion affects employee performance

H3: Mutations affect employee job satisfaction

H4: Job promotion affects the employee job satisfaction

H5: Job satisfaction affects employee performance

H6: Mutations affect employee performance through job satisfaction

H7: Job promotion affects employee performance through job satisfaction

Research design

This research uses quantitative methods which can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples.

Population and Sample

In this study, the population was all employees at PT Pegadaian Area Makassar 2, amounting to 218 employees. The sample in this study was 132 respondents.

Data analysis technique

Data analysis is the stage where the analysis can be seen that the area shows the ideal area of the variable (Sugiyono, 2011). The data analysis program used in the study is Partial Least Square (PLS) using the PLS 3.0 smart program tool which requires a minimum sample of 30 to 100.

RESEARCH RESULTS AND DISCUSSION

Research result

Inferential Statistics

According to Imam (2012), the outer model or measurement model is carried out to assess the validity and reliability of the model. The measurement model or the outer model in this study was carried out using the SmartPLS 3.0 software program which was supported by the Microsoft Excel 2007 program as a means of inputting data from the questionnaire results. The results of the construct validity test will be seen based on: (1) the results of the convergent validity test include the value of the loading factor and Ave, and (2) the results of the discriminant validity test are seen from the comparison of the square root of Ave of a variable to the coefficient value between variables. While the reliability test will be seen from the composite reliability value. The Inner Model or structural model aims to predict the relationship between latent variables or test hypotheses, the results of hypothesis testing are seen from the RSquares value, changes in the R-Squares value can be used to explain the effect of certain exogenous latent variables on endogenous latent variables. Furthermore, a significance test was conducted to determine the effect between variables. The significance value used (one-tailed) t-value 1.87 (Significance level - 5%).

Convergent Validity Test Results

Variable	Indikator	Loading Factor	Cut Off	Description
Mutation (X ₁)	X _{1.1}	0.765	0,6	Valid
	X _{1.2}	0.735	0,6	Valid
	X _{1.3}	0.788	0,6	Valid
	X _{1.4}	0.755	0,6	Valid
	X _{1.5}	0.764	0,6	Valid
Promotion (X ₂)	X _{2.1}	0.738	0,6	Valid
	X _{2.2}	0.710	0,6	Valid
	X _{2.3}	0.753	0,6	Valid
	X _{2.4}	0.759	0,6	Valid
	X _{2.5}	0.753	0,6	Valid
Job Satisfaction (Z)	Z ₁	0.717	0,6	Valid
	Z ₂	0.757	0,6	Valid

	Z_3	0.795	0,6	Valid
	Z_4	0.794	0,6	Valid
	Z_5	0.712	0,6	Valid
Employee Performance (Y)	Y_1	0.727	0,6	Valid
	Y_2	0.747	0,6	Valid
	Y_3	0.750	0,6	Valid
	Y_4	0.712	0,6	Valid
	Y_5	0.743	0,6	Valid

The results in Table 5.9 inform that all items measuring transfer, promotion, job satisfaction, and employee performance have a loading factor value above 0.6 so that all items in the instrument are declared valid in measuring each variable.

Results Average Variance Extracted (Ave)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job satisfaction	0.923	0.925	0.935	0.566
Employee Performance	0.948	0.949	0.953	0.546
Mutation	0.894	0.895	0.915	0.575
Job Promotion	0.912	0.914	0.927	0.559

The results from Table 5.6 can be informed that the variables of mutation, promotion, job satisfaction, and employee performance have an AVE value above 0.5. These results indicate that each item in an instrument is declared valid in measuring each variable.

Result of Average Variance Extracted (Ave) and Square root of Ave

	Average Variance Extracted (AVE)	Ave root
Mutation	0.575	0.758
Job Promotion	0.559	0.748

Job satisfaction	0.566	0.752
Employee Performance	0.546	0.739

Based on the table, it can be seen that the Ave value for all variables fulfills the conditional value, which is above 0.5. All variables are valid because the Ave root value of each variable is greater than the correlation value of that variable to other variables.

Discriminant Validity Test Results

	Job Satisfaction	Employee	Mutation	Job Promotion
Job satisfaction	0.752			
Employee Performance	0.725	0.739		
Mutation	0.650	0.639	0.758	
Job Promotion	0.658	0.649	0.585	0.748

Comparison of the Ave square value with the correlation value between latent variables can be done by paying attention to the values in table 5.8. For example, the value of the Ave quadrant root for the mutation variable is 0.758. This value is greater than the correlation value between latent variables, employee performance values, and other variables. The next example is for the value of the Ave quadrant root of the employee performance variable against the other three variables. In the same way, it is obtained that all values of the Ave quadrant root of each variable are greater than the correlation value between latent variables. Thus, the data in this study meet the requirements of discriminant validity.

Reliability Test Results

Calculations that can be used to test reliability are Cronbach alpha and composite reliability. The test criteria state that if Cronbach's alpha is greater than 0.6 and composite reliability is greater than 0.7, then the construct is declared reliable.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job satisfaction	0.923	0.925	0.935	0.566
Employee	0.948	0.949	0.953	0.546

Performance				
Mutation	0.894	0.895	0.915	0.575
Job Promotion	0.912	0.914	0.927	0.559

The results of the construct reliability of the latent variable obtained that the composite reliability value is greater than 0.7, and Cronbach's alpha is greater than 0.6, where all indicators are reliable in forming the latent variable. Based on Table 5.9 it can be seen that the variables of mutation, promotion, job satisfaction, and employee performance are declared reliable. This is because all indicator items have values above the composite reliability standard. This can be seen from one of the highest indicators in the employee performance variable of 0.953, for the job satisfaction variable of 0.935, for the mutation variable of 0.915, and the promotion variable of 0.927. While for Cronbach's alpha the highest value for the employee performance variable is 0.948, for the job satisfaction variable it is 0.923, for the mutation variable is 0.894, and the job promotion variable is 0.912.

Inner Model (Structural Model)

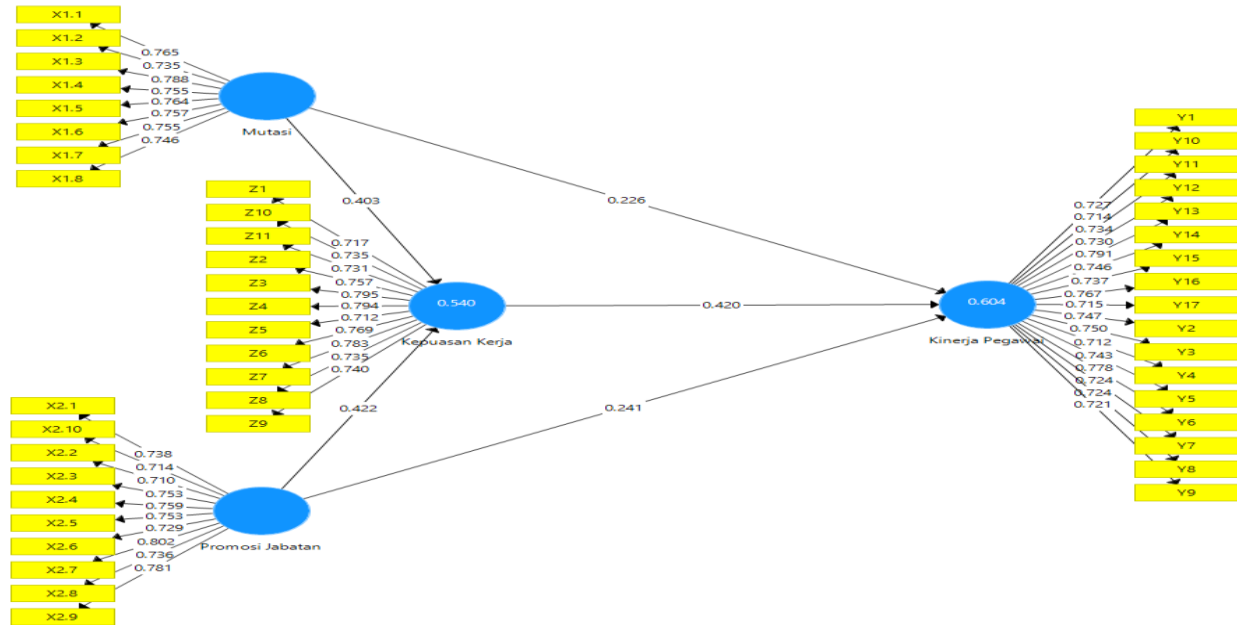
Coefficient of Determination Test		
	R Square	R Square Adjusted
Job satisfaction	0.540	0.533
Employee Performance	0.604	0.595

Job satisfaction is influenced by mutations and promotions with a coefficient of determination (R Square) of 0.540. This shows that 54% of job satisfaction factors are influenced by mutations and job promotions, while other factors that affect job satisfaction are 46% caused by other factors.

The R Square value of the employee performance variable is 0.604. So it can be concluded that the effect of mutation variables, job promotions and job satisfaction on employee performance is 60.4%.

Inner Model Diagram

The Effect of Job Transfers and Promotions on Employee Performance through Job Satisfaction



Employee performance is influenced by mutations, promotions, and job satisfaction with a coefficient of determination (R Square) of 0.604. This shows that 60.4% of employee performance factors are influenced by mutations, promotions, and job satisfaction. While other factors that affect employee performance by 39.6% are caused by other factors. The goodness of fit examination of other inner models can use the coefficient of total determination (Q^2) by showing that the structural model formed is able to represent the existing data. The results of the calculation of the coefficient of total determination (Q^2) are as follows.

Q^2 . test

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job satisfaction	1452.000	1020.645	0.297
Employee Performance	2244.000	1530.827	0.318
Mutation	1056.000	1056.000	
Job Promotion	1320.000	1320.000	

The value of Q^2 predictive relevance for the endogenous latent variable Job Satisfaction is 0.297 and the endogenous variable Employee Performance is 0.318, the value of Q^2 predictive relevance of the two endogenous latent variables is > 0 then it can be concluded that the model already has predictive relevance.

Hypothesis test

Hipotesis	Influence	T-Statistic	P- value	Description
1	Mutation → Employee Performance	2.631	0.009	Significant
2	Promotion → Employee Performance	2.542	0.011	Significant
3	Mutation → Job satisfaction	4.163	0.000	Significant
4	Promotion → Job satisfaction	4.669	0.000	Significant
5	Job Satisfaction → Employee Performance	3.011	0.000	Significant
6	Mutation → Job Satisfaction → Employee Performance	2.269	0.003	Significant
7	Promotion → Job Satisfaction → Employee Performance	2.700	0.007	Significant

The value of Q^2 predictive relevance for the endogenous latent variable Job Satisfaction is 0.297 and the endogenous variable Employee Performance is 0.318, the value of Q^2 predictive relevance of the two endogenous latent variables is > 0 then it can be concluded that the model already has predictive relevance.

The Effect of Position Promotion on Employee Performance

Based on the research, it is known that the promotion applied by PT. Pegadaian Makassar Area has a significant influence on employee performance. The results in the study mean that changes in the value of the promotion variable through the five indicators, namely honesty, loyalty, education level, work experience, and initiative have a significant impact on employee performance. This proves that the promotion process applied at PT. The Makassar Area Pawnshop is going very well. When working in any company, every employee of course wants to experience changes for the better, yearns for progress in his life, including careers, namely promotions. Promotion is the transfer of an employee's level to a higher level of responsibility, facilities, class status, and an increase in the level of wages.

Effect of Mutation on Job Satisfaction

Based on the research, it is known that the mutation is applied by PT. Makassar Pawnshop Area has a significant influence on employee satisfaction. The results in the study mean that changes in the value of the mutation variable through indicators of experience, knowledge of needs, and skills have a significant impact on employee job satisfaction. This proves that the mutation process is applied at PT. The Makassar Area Pawnshop has a satisfying impact on employees. In this study, the results of hypothesis testing indicate that mutations have a significant effect on job satisfaction at PT. Makassar Pawnshop Area.

The Effect of Job Promotion on Job Satisfaction

Based on the research, it is known that the promotion applied by PT. Pegadaian Makassar Area has a significant influence on employee job satisfaction. The results in the study mean that changes in the value of the promotion variable through the five indicators, namely honesty, loyalty, education level, work experience, and initiative have a significant impact on employee job satisfaction. A good relationship between employees and the company can be created if the employees and the company can understand each other's needs. On the one hand, the company wants to get the maximum profit through good performance, on the other hand, employees with good performance need appreciation and improvement in living standards so that employees will feel satisfied in carrying out their work and responsibilities.

The Effect of Job Satisfaction on Employee Performance.

Based on this research, job satisfaction has an important role in encouraging employee performance at PT. Makassar Pawnshop Area. Each indicator in job satisfaction has a role in increasing employee performance. This shows that there is a relationship that when employees are satisfied or happy with their work, it will automatically improve the performance of the employee himself. So this research is in line with Cahyana et al (2017) in previous research that job satisfaction has a positive effect on employee performance.

The Effect of Mutations on Employee Performance Through Job Satisfaction

Mutations have a positive and significant effect on employee performance through the variable job satisfaction at PT. Makassar Pawnshop Area. This shows the important role of mutations in increasing employee job satisfaction. In the mediating variable, there are three correlations, namely (a) is the correlation of the mutation variable (X1) to job satisfaction (Z), (b) is the correlation of the job satisfaction variable (Z) to employee performance (Y), and (c) is the correlation variable. Mutations on employee performance (Y). Where the three correlations have a significant effect, it is proven that the job satisfaction variable mediates the relationship between the two variables.

The Effect of Job Promotion on Employee Performance Through Job Satisfaction

Based on the research, it is known that the job satisfaction variable is proven to act as a mediating variable between job promotion and employee performance. The results in the study mean the effect of promotion on the performance of employees of PT. Makassar Area Pawnshops are mediated by job satisfaction. Job satisfaction mediates the relationship between Job Promotion and employee performance at PT. Pegadaian Makassar Area, because the results of the previous correlation showed that there was a significant direct effect between job promotion on job satisfaction (H4) and job satisfaction on employee performance (H5). This is because in the mediating variable there are three correlations, namely (a) a correlation of job promotion variables (X2) to job satisfaction (Z), (b) a correlation of job satisfaction variables (Z) to employee performance (Y), and (c) is the correlation of job promotion variables on employee performance (Y). Where the three correlations have a significant effect, it is proven that the job satisfaction variable mediates the relationship between the two variables. In other words, the three correlations, namely (a), (b), and (c) have a significant effect. Job satisfaction variable can be an intervening variable between the effect of job promotion on employee performance. Employees who have high performance but have low job satisfaction will reduce employee performance. However, if employees experience mutations and lead to job satisfaction, of course, it will also improve employee performance. Job satisfaction felt by every employee will increase the performance of an employee, because he considers his job as fun.

CONCLUSIONS

Conclusion

This study was conducted to examine and explain the effect of mutations, promotions on the performance of employees of PT. Makassar Area Pawnshops through job satisfaction are concluded as follows:

1. The results of testing the first hypothesis show that the mutations carried out by PT. Makassar Pawnshop Area has a significant effect on employee performance. The transfer process that is carried out properly and on time will improve employee performance.
2. The results of testing the second hypothesis indicate that the promotion carried out by PT. Pegadaian Makassar Area has a significant influence on employee performance. Promotions that are carried out properly and measurably will help employees to improve their performance even better.
3. The results of testing the third hypothesis show that mutations have a significant effect on job satisfaction. The right and timely transfer process plays an important role in increasing employee job satisfaction.
4. The results of testing the fourth hypothesis indicate that the promotion applied by PT. Pegadaian Makassar Area has a significant influence on job satisfaction. By carrying out

appropriate promotions, employees will be satisfied and appreciated in carrying out their duties and responsibilities.

5. The results of testing the fifth hypothesis indicate that job satisfaction has a significant effect on employee performance. This shows that there is a relationship that when employees are satisfied or happy with their work, it will automatically improve employee performance.

6. The results of testing the sixth hypothesis indicate that job satisfaction is proven to play a role as a mediating variable between mutations on employee performance. This shows the important role of job satisfaction in improving employee performance if the transfer is carried out properly and correctly. It can be said that job satisfaction can be a perfect intervening variable for the effect of mutations on employee performance.

7. The results of testing the seventh hypothesis indicate that job satisfaction is proven to act as a mediating variable between job promotions and employee performance. If the promotion is carried out properly and correctly, it will have an impact on high job satisfaction for employees and of course will also improve employee performance.

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