

## **The Effect of Mutation, Promotion and Job Satisfaction on Employee Performance of Plantation Companies in Medan**

M. Herri MustaqimHasibuan<sup>1\*</sup>, Nazaruddin<sup>2</sup>, Isfenti Sadalia<sup>3</sup> and  
Muhamad Toyib Daulay<sup>4</sup>

<sup>\*1</sup>Correspondence Author

Postgraduate Program, Magister Management, Universitas Sumatera Utara, Indonesia

<sup>2</sup> Faculty of Industrial Engineering, Universitas Sumatera Utara, Indonesia

<sup>3</sup> Faculty of Economics & Business, Universitas Sumatera Utara, Indonesia

<sup>4</sup> Visiting Lecturer, Postgraduate Program, Magister Management,  
Universitas Sumatera Utara, Indonesia

**Abstract:** The purpose of this study is to investigate the direct and indirect effects of mutation and promotion on job satisfaction and employees performance. The type of research is a correlational study. The population in this research is all employees in the Board of Directors of the plantation company totaling 123 employees. Therefore, in this study, the sample size of 96 respondents is considered sufficiently representative of the research population. The scaled measurement used to calculate dependent variables and independent variables is to use five points Likert scale.

The results of the calculation explain that the direct effect of the mutation on employee performance is higher than the indirect effect of the mutation on employee performance. Thus, job satisfaction is mediation or intervening variable of the mutation and employees performance of a plantation company in Medan. Furthermore, the direct effect of promotion on employee performance is higher than the indirect effect of promotion on employee performance. It is suggested to prioritize employees who are less skilled and less visionary and can provide rewards for the performance that the employees have done so that the pattern of mutations done so far is increasing. It is suggested to provide office allowances following the criteria set out, encourage employees to work well, as well as employee policies that are not burdensome and communication and relationships among employees within a close family environment. It is suggested to pay attention to the direction that employees can identify existing problems, increasingly mature employees face problems arising from both inside and outside the unit as well as the challenges facing current plantation companies.

**Keywords:** Mutation, Promotion, Job Satisfaction, Employee Performance, Plantation Company.

### **I. INTRODUCTION**

Human resources have a key role in improving service and achieving corporate goals. Therefore human resources should be treated fairly and worthy by paying attention to employee satisfaction resulting in employees' desire to work higher. Efforts to improve employee satisfaction are not an easy matter, where leaders are required to be directly involved with subordinates, which means to achieve organizational goals must be aware of their ability, willingness, and needs. Job satisfaction will be created if employees understand the content of the work with the appropriate workload of their ability. Also, a positive attitude or satisfaction will arise in a comfortable working environment and the presence of cooperation created among employees. Apparently, job satisfaction is closely linked to job mutation and job promotion. Mutation activity means to avoid the saturation of employees. Mutation is the transfer of an employee from a job to another that is considered as level or parallel. With employee mutations expected to be able to transmit their capabilities and performance to be applied in a new place, instead of promoting job titles, employee expectations to be better and achieve progress in life can be achieved.

Currently, job promotion in the enterprise is for employees who have the job achievement to fill vacancies, especially for certain functional positions such as directors, financial departments, HRDs, and personnel analysts because this is currently a core position in the Company. Specific functional departments are positions that show the duties, responsibilities, authorities, and rights of an employee in an organizational unit that in the course of his or her duties are based on specific skills, independent and for promotion the credit figure requires them. In addition to professional and competence issues, mental problems also further determine the progress of their retirement. As a state servant with a salary and a lifetime guarantee is adequate, any group of employees should be able to improve their performance and improve service. Ironically, if a sizeable corporate employee gives a bad example to the public, if employees work well, though they do not have to do their duties and responsibilities. During this time, many people are disappointed by the services rendered, it should not happen, because the presence of the bureaucracy is not to make it difficult but to simplify the service to society.

The frequency of mutations and promotions in the company is two to four years. The frequency of mutation and promotion of job affects low employee performance and job satisfaction. Job satisfaction is one of the key factors, which is an appreciation for employees. Basically, mutations are a function of employee development whose primary purpose is to improve efficiency and effectiveness of work within relevant organizations. Generally, mutations are a form of follow-up of employee performance assessments. From the company's employee performance appraisal data, it will be noted that an employee's skills in the description of his or her job. It will bring criticisms to the HRD section regarding mutation problems, such as the injustice or the openness of decision-makers in this process whether this is the case or an employee who is reluctant to change because they feel 'comfortable' and have no desire to improve their ability with new experiences. Mutations are employment activities that relate to the process of transferring functions, responsibilities, and employment functions to specific situations aimed at ensuring that the relevant workforce achieves profound work satisfaction and gives maximum work.

Based on the background description above, the researchers are interested in examining the effect of mutations and promotion and job satisfaction on the performance of employees of plantation companies in Medan.

## **II. LITERATURE REVIEW**

### **Performance**

Gibson (2003) states that performance is the achievement of organizational goals that formed with quantitative or qualitative outputs, creativity, flexibility, dependability or other things the organization may want. Performance emphasis can be short-term or long-term, as well as on individual, group or organization levels. Individual performance contributes to group performance which further contributes to organizational performance. In highly effective organizations, management helps create a positive synergy, which is overall more significant than the sum of its parts. At any rate, there is no one measure of the right criteria reflecting the performance. Mutations can have a good impact on performance, particularly mutations that are due to self-propriety. It is seen from loyalty, honesty, discipline, creativity, cooperation, leadership, personality, initiative, proficiency, responsibility while promotion can give a good impact on performance achievement (Hadi et al. 2014).

Robbins (2013) which is an indicator of employee performance appraisal, namely: Performance of work, when a person's job results are difficult to determine, the company can evaluate the employee's work-related behavior. Target achievement, becomes the right factor for evaluation, from the achievement of targets can be seen in the ability of employees to complete their workload. Skills include a set of skills that are technical, interpersonal or business-oriented. Satisfaction is the quality of work that is achieved based on the requirements of employee conformity and readiness: initiatives, namely the spirit to carry out new tasks and to enhance their responsibilities. Attendance level, being one of the benchmarks to find out the level of employee discipline is higher in attendance or low attendance then the employee has a high level of discipline that can affect employee performance: obedience, namely consciousness, and willingness regarding work completion. On time, the amount of work obtained within a specified period.

Dessler (2008) mentions that there are six indicators of performance namely: Quality of work is the accuracy, accuracy, acceptable level of work done. Productivity is the quantity and efficiency of work generated by the work within a specified period. Knowledge about work is practical skills and techniques as well as information used in work. Trust is a level where employees can be trusted with job completion and follow-up. Availability is the level at which the employee is on time, observes the timing of breaks, and the overall attendance record. Freedom is the extent to which work can be done alone with or without supervisory supervision.

Luthans (2008). In general, there are several elements of employee performance, among others: The number of results, measured from employee perceptions to the number of activities assigned and the results. The quality of the results, measured from employee perceptions to the quality of the resulting work as well as the perfection of duties on the skills and capabilities of employees. The timeliness of the results, measured from employee perceptions to an activity completed from the beginning of time to output. It can finish at a predetermined time and maximize the time available. Attendance, employee attendance rate in the company can determine employee performance. Ability to work together, measured from employee's ability to work with co-workers and their environment

### **Mutation**

Hasibuan (2005) states that the development of human resources, the implementation of mutations within the framework of human resource management provides some of the following goal restrictions: Improving employee work productivity. Create a balance between workforce with job composition or position. Expand or increase employee knowledge. Get rid of the job. Provide a stimulus to strive for a higher career.

Implement sanctions for violations committed by them. Give recognition and reward for their performance. As a motivator for working spirit increases through open competition. As a safeguard measure. Adjust the work with the employee's physical condition. Mutations are also often made by companies or agencies for their employees (Riyardi et al., 2012). Mutation is a workplace displacement to increase effectiveness in a new place or position of position to obtain a new and new environment and job satisfaction and to better perform a job performance.

Datulong et al. (2017) explain that mutations are activities related to the transfer of responsibilities and employee status to certain situations in order to enable employees to provide maximum work achievement to the company, horizontally in the organization with indicators such as responsibility, work experience, position needs. The mutation indicator according to Bambang Wahyudi (2003) is as follows: Promotion; changes in positions or positions or jobs from a higher level to a lower level. Demos; It is a form of vertical mutation in the form of lowering rank or position or lower-level work. Suspension of promotion; transferring a workforce who is supposed to occupy a higher rank or position or position to the position or reposition. Job liberation; It is a form of vertical mutation performed by the recruitment of a worker from his position or position or occupation but still earns a full income. Temporary Transfer; a form of horizontal mutation is performed by temporarily moving human resources to a particular position until the definitive official occupies their post — replacement Transfer; a change of workforce in an organization aimed at maintaining an experienced workforce by replacing new ones. Replacement Transfer is usually done if an organization has to redress the workforce. Versatility transfer; a form of horizontal mutation aimed at placing a workforce with particular competence in positions that require such competence. A versatility transfer can also be interpreted as a workforce transfer aimed at improving the skills it possesses.

### **Promotion**

Hariandja (2002) promotions are to elevate one's position to another department with greater responsibility, higher pay, and at larger organizational levels. According to Wahyudi (2002) promotion is a change in position/occupation or work from lower level to higher level, usually followed by the increased responsibility, rights, and social status of a person. While according to Mangkuprawira (2003), promotion of the position is the process of re-assignment of an employee to a higher job position. While according to Manullang (2010) states: promotion of the position is a rise in office, which receives greater power and responsibility from previous powers and responsibilities. Based on the opinions of the experts above, it can be concluded that promotion of the position is the shift of position or work/redemption of an employee from the lower level to a higher level. There is an increase in position, so the task, responsibility, and authority will increase. Generally, job promotion is also followed by salary increases or other facilities. The results of the promotions can shape employee behavior towards work that can improve the employees' morale.

Judas (2013) states that promotion is a career enhancement of an employee in a given field of work is based on the previous position of more responsibility, facilities, class status, and the increase in wages and other benefits. Chan (2015) Employee promotion is removed from a job to another higher job in payment, responsibility and or level. The motivation that encourages someone to participate actively in an organization is the opportunity to move forward. The basic nature of man in his um wants to be better, more advanced than his current position. Promotion Indicators According to Wahyudi (2002) as follows: Honesty; specialized in finance, production, marketing, and the like, honesty is essential. It is intended to keep the promotional activities even detrimental to the company, because of the lack of commitment of the promoted workforce. Loyalty; The level of labor loyalty to the company is often one of the criteria for promotional activities. High loyalty will impact on greater responsibility. Education Level; Corporate management generally has the minimum criteria of the relevant level of employment education to be able to be promoted at a particular position. The reason for its background is that with higher education it is expected that the workforce has a high level of power over the prospects of the company. Work experience; used as one of the standards for promotional activities. For more senior reasons, his experience is considered more than junior. Thus, it is hoped that the concerned workforce has a higher capability, more ideas, and good managerial capabilities. Initiative; for promotional activities on certain types of work, perhaps intention and creativity are one of the conditions that no longer need to be offered. This case is because for certain types of work it is highly necessary to do the work and to create the company for the continuity of the company. Thus, the promotion of the workforce impacts on higher profits from previous times. A standard can be regarded as a set measure, something to work, to compare. Generally the standard will be achieved as a measure for assessment.

### **Job satisfaction**

Job satisfaction is defined as a positive feeling about the work of someone who is the result of the evaluation of his characteristics Robbins (2008). A person with a high level of job satisfaction has positive feelings about the job, while a dissatisfied person has feelings - Negative feelings about the job. According to

Malthis (2006) job satisfaction is a positive emotional state of evaluating one's work experience. Work dissatisfaction arises when these expectations are not met. Job satisfaction has many dimensions,

In general, the satisfaction of the job itself, the salary, the recognition, the relationship between the supervisor and the workforce, and the opportunity to move forward. Each dimension produces overall satisfaction work itself. It is generally known that job satisfaction is a factor that contributes to the physical and mental well-being of employees. Therefore, it has a significant influence on the work associated with behaviors such as productivity, absence, turnover rates and employee relationships. Rivai (2004) states that job satisfaction is an evaluation that depicts one's feelings of pleasure or dissatisfaction with satisfaction or dissatisfaction with work. Factors commonly used to measure employee satisfaction by Robbin (2008), is the work itself, which is the primary source of satisfaction in which the job provides an interesting task, the opportunity to learn, an opportunity to accept responsibility and progress for employees. Salary / Pay, which is a multidimensional factor in job satisfaction. Some wages/money received by employees is an assessment of satisfaction, which can be seen as something that is considered worthy and feasible. Promotion, which is the opportunity to develop intellectually and extend expertise to the basis of significant concern for advancement in the organization thus creating satisfaction. Supervision, which is the ability of the supervisor to provide technical assistance and behavioral support. The first is employee-centered, measured by the level at which the supervisor uses personal interest and cares for employees. The second is the climate of participation or influence in decision making that can affect the work of employees. Co-workers, i.e., co-operative colleagues are the most straightforward source of job satisfaction. The working group, especially the small team, acts as a source of support, comfort, advice, and assistance to individual members.

Furthermore, the benchmark of job satisfaction is absolutely challenging to attract to each employee different standards of satisfaction. The indicators of job satisfaction according to Hasibuan (2011) include Loyalty; measure employee loyalty to his work, his position, and the organization. This loyalty is reflected by the willingness of employees to maintain and defend organizations inside and outside the work of irresponsible people. Honesty; assessing honesty in carrying out his duties fulfills a good deal for himself or others. Creativity; assess the ability of employees to develop their creativity to complete their work, so that they can work better. Leadership; evaluate the ability to lead, have an active, respected, authoritative, and motivating person or subordinate to work effectively. Salary Rate; the assessor assesses the amount of salary the company has received and the employees received according to what the employees give to the company so that they are satisfied.

### **Hypotheses Development**

The hypotheses of this study are as follows:

- H1. The mutation has a significant effect on job satisfaction of employees of a plantation company in Medan
- H2. The promotion has a significant effect on job satisfaction of employees of a plantation company in Medan.
- H3. Job Satisfaction has a significant effect on employees performance of a plantation company in Medan
- H4. The mutation has a significant effect on employees performance of a plantation company in Medan
- H5. The promotion has a significant effect on employees performance of a plantation company in Medan through job satisfaction

### **III. RESEARCH METHODS**

The type of research is a correlational study. There is a relationship between an element and another element in order to produce different and precise new shapes and shapes. The population in this research is all employees in the Board of Directors of the plantation company totaling 123 employees. Samples are subset or subgroup of the population (Sekaran, 2006). Hair et al. (2010) state the sample size is at least five times the total number of indicators. Also, the appropriate sample size ranges from 100 to 200 respondents. The determination of the minimal number of samples in this study refers to the statement Hair et al., (2010) that the number of samples as respondents should be adjusted to the number of questionnaires used in the questionnaire, assuming  $n \times \text{five observed variable (indicator)}$  up to  $n \times 10 \text{ observed variables indicator}$ . In this study, the number of items is 40 question items used to measure four variables, the number of respondents used is 40 item statement multiplied by 5 ( $n \times 5$ ) equal to 200 respondents. Therefore, in this study, the sample size of 96 respondents is considered sufficiently representative of the research population. In the measurement, it takes a scale as a tool and how to assign the value of a measured variable (Sinulingga, 2013). The scaled measurement used to calculate dependent variables and independent variables is to use five points Likert scale.

**IV. RESULTS & DISCUSSION****Results**

Descriptive analysis is used to get an idea of the identity or characteristics of respondents.

**Table 1: Characteristics of respondents based on Gender, Age, Education Level and Working Period**

Description		Amount	Percentage
Gender	Male	68	70.83
	Female	28	29.17
Age	18 to 27 years	16	16.67
	28 to 37 years	34	35.42
	38 to 47 years	40	41.67
	> 48 years	6	6.25
Education Level	High School	8	8.33
	Diploma	28	29.17
	Undergraduate	54	56.35
	Postgraduate	8	6.25
Working Period	< 10 years	6	6.25
	11 to 20 years	20	20.83
	21 to 30 years	42	43.75
	> 30 years	28	29.17
Total		96	100

**Validity Test**

**Table 2: Results of Validity Test**

Item Statement	R-Count	R-table	Validity
Mutation (X1)			
Mutation1	.645	.380	Valid
Mutation2	.677	.380	Valid
Mutation3	.619	.380	Valid
Mutation4	.704	.380	Valid
Mutation5	.601	.380	Valid
Mutation6	.392	.380	Valid
Mutation7	.634	.380	Valid
Mutation8	.707	.380	Valid
Mutation9	.662	.380	Valid
Mutation10	.397	.380	Valid
Promotion (X2)			
Promotion1	.592	.380	Valid
Promotion2	.781	.380	Valid
Promotion3	.462	.380	Valid
Promotion4	.774	.380	Valid
Promotion5	.432	.380	Valid
Promotion6	.492	.380	Valid
Promotion7	.592	.380	Valid
Promotion8	.568	.380	Valid
Promotion9	.390	.380	Valid
Promotion10	.774	.380	Valid
Job Satisfaction (Y1)			
Job Satisfaction1	.835	.380	Valid
Job Satisfaction2	.595	.380	Valid
Job Satisfaction3	.610	.380	Valid
Job Satisfaction4	.839	.380	Valid
Job Satisfaction5	.498	.380	Valid



Job Satisfaction6	.939	.380	Valid
Job Satisfaction7	.381	.380	Valid
Job Satisfaction8	.835	.380	Valid
Job Satisfaction9	.856	.380	Valid
Job Satisfaction10	.594	.380	Valid
Performance (Y2)		.	Valid
Performance1	.467	.380	Valid
Performance2	.485	.380	Valid
Performance3	.602	.380	Valid
Performance4	.434	.380	Valid
Performance5	.430	.380	Valid
Performance6	.553	.380	Valid
Performance7	.538	.380	Valid
Performance8	.446	.380	Valid
Performance9	.601	.380	Valid
Performance10	.419	.380	Valid

To find out the validity of each question item, the value of the total correlation corrected item is the value of r-count compared to the r-table. As for  $\alpha = 0.05$  with free degree  $df = 25$ , and r-alpha (0.05: 25), obtained r-table is 0.380. The results of the data show that the whole question item is valid.

### Reliability Test

The results of the reliability test of mutations (X1), promotion (X2), and job satisfaction (Y1) on employee performance at the Board of Directors of a plantation company in Medan (Y2) are shown in Table 3 below.

**Table 3: Results of Reliability Test**

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Mutation	.871	.874	10
Promotion	.834	.830	10
Job Satisfaction	.902	.906	10
Employees Performance	.770	.768	10

### Hypotheses Test

1. Path analysis: the effect of mutations on employee performance through job satisfaction in a plantation company

**Table 4. Test result: The effect of the mutation on job satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.685	2.719		1.704	.092
Mutation	.592	.068	.726	20.651	.000

a. Dependent Variable: Job Satisfaction

Based on the data in table 3, the value of unstandardized beta mutation of position (X1) is equal to 0.592 is the path or path value (p2) and is significant at 0.000. That means position mutation has an influence on the satisfaction of a plantation company (Y1).

**Table 5. Test result: the effect of the mutation on employees performance through job satisfaction as Intervening variable**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.577	2.559		5.696	.000

Mutation	.556	.149	.667	3.726	.000
Job Satisfaction	.100	.146	.123	.686	.001

a. Dependent Variable: Employees Performance

The data in table 5 shows the standardized beta value of the mutation (X1) of 0.556 is the path value (p1) and the significance at 0.000 which means the mutation has an effect on employee performance (Y2). Also, the standardized beta of employee satisfaction is 0.100 is the path value (p3) and is significant at 0.001 which means job satisfaction has an effect on employee performance.

(1). Direct Effect: Mutation to Employee Performance

$$p1 = X \rightarrow Y = 0.556$$

(2). IndirectEffect: Mutation on Employee Performance through Job Satisfaction

$$X \leftarrow Z \rightarrow Y = p2 \times p3 = 0.592 \times 0.100 = 0.059$$

(3). Total Influence (Total Effect): Mutation on Employee Performance through Job Satisfaction

$$Tp123 = Tp1 + (Tp2 \times Tp3) = 0.556 + (0.592 \times 0.100) = 0.615$$

Based on the calculation, it is known that the direct effect of the mutation on employee performance is 0.556, while the magnitude of the indirect effect of the mutation on performance through job satisfaction is 0.059. The results of this calculation explain that the direct effect of the mutation on employee performance p1 is higher than the indirect effect of the mutation on employee performance p2xp3 (0.556 > 0.059) (p1 > p2xp3). Thus, job satisfaction is mediation or intervening variable of the mutation effect on the performance of employees of plantation companies in Medan. Therefore, the hypotheses of the previously proposed mutations have a significant impact on employee performance through job satisfaction is accepted and proven.

2. Path analysis: the effect of promotion on employee performance through job satisfaction in a plantation company

**Table 6. Test result: the effect of promotion on job satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.935	2.380		.463	.644
Promotion	.588	.059	.726	16.322	.000

a. Dependent Variable: Job Satisfaction

The data in Table 6 shows the unstandardized beta of the promotion (X1) of 0.588 is the path value (p2) and is significant at 0.000 which means that the promotion has an influence on the Job Satisfaction of Plantation Company (Y1).

**Table 7. Test result: the effect of promotion on employees performance through job satisfaction as Intervening variable**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.554	2.571		5.696	.000
Promotion	.663	.116	.667	3.726	.000
Job Satisfaction	.046	.111	.123	.686	.001

a. Dependent Variable: Employees Performance

The data in Table 7 shows the standardized beta Promotion (X2) value of 0.663 is the path value (p1) and the significance at 0.000, which means that the promotion has an influence on Employee Performance (Y2). Also, the standardized beta of job satisfaction is 0.046 is a path value (p3) and is significant at 0.001, meaning job satisfaction has an influence on Employee Performance.

(1) Direct Effect: Promotion on Employee Performance

$$p1 = X \rightarrow Y = 0.663$$

(2) Indirect Effect: Promotion on Employee Performance through Job Satisfaction

$$X \leftarrow Z \rightarrow Y = p_2 \times p_3 = 0.588 \times 0.046 = 0.030$$

(3) Total Effect: Promotion on Employee Performance through Job Satisfaction

$$Tp_{123} = Tp_1 + (Tp_2 \times Tp_3) = 0.663 + (0.588 \times 0.046) = 0.618$$

Based on the calculations it is known that the direct effect of promotion on employee performance is 0.663 while the indirect effect of promotion on performance through job satisfaction is 0.046. Thus it can be interpreted if the direct effect of promotion on employee performance  $p_1$  is higher than the indirect effect of promotion on employee performance  $p_2 \times p_3$  ( $0.588 > 0.030$ ) ( $p_1 > p_2 \times p_3$ ). Therefore, the proposed hypothesis is acceptable and proven.

## Discussion

### The effect of mutation (X1) on job satisfaction (Y1)

The t value of Mutation variables is 20.651, and t-table value is 1.666. which  $t\text{-count} > t\text{-table}$  ( $20.651 > 1.666$ ) and  $\text{sig} < 0.05$  ( $0.000 < 0.05$ ). It is concluded that mutation partially has a significant effect on job satisfaction equal to 20.651. The results of this study support previous research conducted by Wibowo (2014). Mutations are employment activities that relate to the process of transferring functions, responsibilities, and employment status to a specific situation with the aim of ensuring that the workforce achieves deep job satisfaction and can provide the company with the best possible performance. Mutation activities relate to the process of transferring functions, responsibilities, and employment status. Change or transfer of work / other departments with the hope that the new department will be more developed. Employee understanding of the concept of mutation is fundamental to explain. Employees feel the mutation done only to meet the needs of the company alone. In fact, in addition to meeting the needs of the company, by implementing mutation activities it is expected to avoid saturation of employees and may provide opportunities for employees to develop their potential in work. Also, mutations are also useful for enriching knowledge for the employees themselves.

### The effect of promotion (X2) on job satisfaction (Y1)

The t value of the Promotion variable is 16,322, and the t-table value is 1.666 where the  $t\text{-count} > t\text{-table}$  ( $16.322 > 1.666$ ) and the sig value  $< 0.05$  ( $0.000 < 0.05$ ), it is concluded that Partial Promotion has a significant effect on Job Satisfaction Employees are 16,322. The results of this study are in line with Ningsih et al. (2015) that promotion of the position has a significant and positive effect on PT.PLN employees of Kendari Area. However, the results of this study are not in line with the results of the research conducted by Ardi et al. (2016) with the results of the research show that promotion of position does not have a positive and significant influence to the performance.

Promotion occurs when an employee is transferred from a job to another higher job in payment, responsibility, or level. If promotions are realized to their employees will be motivated to work diligently, eagerly, disciplined, impacting on Good Performance so that company goals can be optimally achieved. The promotion that is more feasible and acceptable to employees because it is in line with the power and capability that is issued and appreciates the hard work of the employees will make the employees more professional by working hard and making various efforts in order to achieve better results so that their performance can be more increased.

### The effect of job satisfaction (Y1) on employee performance (Y2)

The t value of Job Satisfaction variables is 9.886 and the t-table value is 1.666 where  $t\text{-count} > t\text{-table}$  ( $9.886 > 1.666$ ) and  $\text{sig} < 0.05$  ( $0.000 < 0.05$ ) value, it is concluded that partial job satisfaction has a significant effect on Employee Performance in plantation companies is 9,886. The results of this study are in line with the research conducted by Rina Yuniastuti (2011), with the results of the study showed that there was significant influence between job satisfaction and employee work performance. Then this research also has similarities with the research conducted by Legowo et al. (2012) The result of this research shows that work satisfaction has a powerful effect on work achievement, it can be seen from result of correlation coefficient test equal to 0,858 which proved by worker achievement 73,7% is influenced by level of job satisfaction from employees themselves. Job satisfaction is a work-related experience involving aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, job type, company organizational structure, quality of supervision.

### Path Analysis: The effects of mutation (X1) on employee performance (Y2)

The value of unstandardized beta mutation (X1) is 0.592 which is the path value ( $p_2$ ) and significance at 0.000 which means mutation has influence on job satisfaction (Y1) while standardized beta mutation (X1) is 0.556 which is the path value ( $p_1$ ) at 0.000 which means mutation has an effect on employee performance (Y2).



Also, standardized beta job satisfaction value is 0.100 which is a path value (p3) and significant at 0.001 which means job satisfaction has an influence on employee performance.

**Path analysis: The effect of promotion (X2) on employee performance (Y2)**

The value of unstandardized beta promotion (X2) is 0.588 which is the path value (p2) and significance at 0.000 which means mutation has an influence on job satisfaction (Y1) while standardized beta mutation (X1) is 0.663 is path value (p1) 0.000 means promotion has an influence on employee performance (Y2). Also, the standardized beta job satisfaction value of 0.046 is a path value (p3) and significant at 0.001 which means job satisfaction has an effect on employee performance.

**The effect of mutations and promotion on job satisfaction (Y1)**

The F-table value of mutations and promotions at a significant level of 95% ( $\alpha = 0.05$ ) is 2.484 where (F-count > F-table) up to 58.272 > 2.476 and sig < 0.05 (0.000 < 0.05). Thus, simultaneously there is a significant influence of mutation and promotion on job satisfaction. The results of this study are in line with the research conducted by Mariam (2009) that there is a mutual effect between mutation and employee performance. Similar to the opinion of Handoko (2003) which states leaders can influence morality and job satisfaction, work loyalty, security, quality of working life, especially the achievement level of an organization. Based on the partial test, it is found that the organizational culture has a significant effect on employee performance. This case shows that organizational culture variables are not variables that can explain employee performance. The results of this study are not in line with the research conducted by Sinaga (2008) which find evidence that organizational culture simultaneously or partially affects employee performance.

## V. CONCLUSIONS & SUGGESTIONS

**Conclusion**

Based on the above research and discussion, the authors conclude, among others:

1. Mutations have a significant influence on job satisfaction as well as dominant variables affecting job satisfaction in Medan.
2. The promotion has a significant effect on job satisfaction.
3. Job satisfaction has a significant effect on employee performance.
4. The results of the calculation explain that the direct effect of the mutation on employee performance is higher than the indirect effect of the mutation on employee performance. Thus, job satisfaction is mediation or intervening variable of the mutation and employees performance of a plantation company in Medan. Furthermore, the direct effect of promotion on employee performance is higher than the indirect effect of promotion on employee performance.

**Suggestions**

Concerning the research results the authors suggest the following:

1. It is suggested to prioritize employees who are less skilled and less visionary and can provide rewards for the performance that the employees have done so that the pattern of mutations done so far is increasing.
2. It is suggested to provide office allowances following the criteria set out, encourage employees to work well, as well as employee policies that are not burdensome and communication and relationships among employees within a close family environment.
3. It is suggested to pay attention to the direction that employees can identify existing problems, increasingly mature employees face problems arising from both inside and outside the unit/department as well as the challenges facing current plantation companies.
4. For the future researcher is expected to develop the results of this research by adding other variables such as compensation, work culture, and effective communication, which are not included in this study.

## VI. REFERENCES

- [1] dityawarman. Yudha, Bunasor Sanim, Bonar M Sinaga, Pengaruh Beban Kerja terhadap Kinerja Karyawan PT.Bank Rakyat Indonesia (Persero) Tbk Cabang Krekot
- [2] Agnetha Judas.2013. Mutasi dan Jabatan Pengaruhnya terhadap Prestasi kerja Pegawai Pada Kanwil Ditjen Kekayaan Negara Suluttenggo dan Maluku Utara di Menado.Pasca Sarjana Fakultas Ekonomi.Universitas Samratulangi.Maluku Utara. Jurnal Ekonomi Manajemen Bisnis Administrasi Vol.1 , No.4 , Desember 2013. <http://ejournal.Unsrat.ac.id/index.php/emba/article/view/2895>
- [3] Anwar Prabu Mangkunegara.2005. *Sumber Daya perusahaan.Remaja* Rosdakarya.Bandung.
- [4] Anderson, Ones, Sinangil & Viswesvaran. 2005. kompetensi didunia kerja. <http://id.k.wikipedia.org/wiki/kompetensi> (10 Mei 2018)
- [5] Ardi, Rudi Prasetyo, Sukmasari, Ninik, 2016. Pengaruh Disiplin Kerja, Promosi Jabatan, Kompensasi Terhadap Kinerja Pegawai Pada Dinas Kebudayaan Pariwisata Pemuda Dan Olahraga Kabupaten

- Rembang, <http://ebbank.stiebbank.ac.id/index.php/EBBANK/> search/search E B B A N K. Vol. 7, No. 2, Desember 2016.
- [6] B. Siswanto Sastrohadiwiryono. 2002. Manajemen Tenaga Kerja Indonesia Pendekatan Administrasi dan Operasional. Jakarta : Bumi Aksara
- [7] Budi Santoso, Agung Riyardi. 2012. Rotasi , Mutasi dan Promosi Karyawan di Kantor Pelayanan Pajak Klaten. Pasca Sarjana Ekonomi. Universitas Muhamadiyah Surakarta. Yogyakarta. Jurnal Ekonomi Sumber Daya Vol.13, No.1, Juni 2012. <https://publikasiilmiah.ums.ac.id/bitstream/handle/11617/2848>
- [8] Burhanudin, Munadiah, Ihyani Malik., 2015. Pengaruh Promosi Jabatan Terhadap Kinerja Pegawai Negeri Sipil Di Kantor Sekretariat Daerah Kabupaten Luwu. Jurnal Administrasi Publik. Vol.1, No.3, Desember 2015. <http://journal.unismuh.ac.id/index.php/kolaborasi/article/view/704>
- [9] Dina, Nurhayati, 2008. Manajemen Sumber Daya Manusia, Dasar dan Kunci Keberhasilan. Jakarta : Haji Masagung
- [10] Dionysius Dendy Wibowo, 2014, Pengaruh “Mutasi dan Pelatihan Kinerja terhadap Kinerja Karyawan” studi khusus pada PT Sarihusada Generasi Mahardhika Yogyakarta, Skripsi, Fakultas Ekonomi Universitas Sanata Dharma Yogyakarta
- [11] Datulong, Navrathin et al .2017. Pengaruh Promosi Jabatan dan Mutasi Terhadap Kinerja Pegawai (Studi Pada Pegawai Kantor Wilayah Direktorat Jendral Peerbendarahaan Provinsi Sulawesi Utara Vol. 5 , No.2 Juni 2017. <http://ejournal.unsrat.ac.id/index.php/emba/article/view/15866>
- [12] Enny, W Mahmuda. 2015. Effect of ISO 9001-2008 QMS, Total Quality Management and Work Environment on Job Satisfaction and Employee Performance at PT Mount Dreams Indonesia in Gresik. The International Journal Of Business & Management. Vol.3 , No.4 April 2015. <http://www.theijbm.com/41.BM.15.084>
- [13] Fahmi, Irfan. 2016. Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja. Jakarta : Mitra Wacana Media
- [14] Fatmawati, F., 2013. Pengaruh Promosi Jabatan Terhadap Kinerja Pegawai Dinas Pendapatan Pengelolaan Keuangan Dan Asset (DPKA) Kabupaten Kolonprogo. <https://eprints.uny.ac.id/17842>
- [5] Gibson, James L .2009 .Organization, Behavior, Structure, Process. McGraw Hill, Jhon Wiley & Sons, Inc. Canada.
- [6] Hair, et al. 2006. Multivariate Data Analysis 6th Ed. New Jersey: Pearson Education New York, United States Of America.
- [17] Hasibuan S.P Malayu. 2005. *Manajemen Sumber Daya Manusia*. Jakarta : PT Bumi Aksara.
- [18] Hasibuan, M.S.P., 2012. Manajemen Sumber Daya Manusia. Bumi Aksara. Jakarta.
- [19] Hasibuan Malayu S.P., 2014, Manajemen Sumber Daya Manusia, Edisi Revisi, Bumi Aksara, Jakarta.
- [20] Herdi, et al .2014 .Dampak Mutasi dan Promosi Terhadap Prestasi Kerja Guru SMA Negeri 2 Rambah Hilir. Vol.3, No.2, Juli 2017. <http://media.neliti.com>
- [21] Herdiansyah, M Isman dan Raeka Novrita. 2015. Pengaruh Mutasi Promosi dan Kepuasan Kerja Terhadap Pegawai Negeri Sipil dibadan Pertanahan Nasional Kantor Wilayah Sumatera Selatan. Jurnal Ilmiah Management Bisnis. Vol.15 No. Juni 2015. <http://ejournalukrida.ac.id/ojs/index.php/imb/article/view/1318/1458>
- [22] Hidayat, F., 2015. Pengaruh Pelatihan, Promosi Jabatan, Dan Mutasi Terhadap Prestasi Kerja Karyawan Pada Direktorat Personalial Dan Umum PT Pelabuhan Industri 1 Persero Medan. <https://id.123.dok.com/document/4yrdkvgo-pengaruh-pelatihan-promosi-jabatan-dan-mutasi-terhadap-prestasi-kerja.html>
- [23] Ismail, F., 2008, “Pengaruh Tipe Kepribadian, Pengalaman dan Penerimaan Perilaku Disfungsional Terhadap Audit Judgment”, Jurnal Bisnis dan Manajemen, Vol. III, No. 2, Oktober, hal. 263-278.
- [24] Indrayati, Monic Aprilia., 2014, Analisis Pengaruh Rotasi Pekerjaan dan Motivasi Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja pada Pt. Bank Tabungan Negara (Persero) Tbk. Kantor Cabang Semarang, Semarang: Fakultas Ekonomika dan Bisnis Universitas Diponegoro.
- [25] Kreitner, Robert dan Kinicki, Angelo 2003. Perilaku Organisasi, Terjemahan: Erly Suandy, Edisi Pertama, Penerbit Salemba Empat, Jakarta.
- [26] Mangkunegara, A. A. Prabu. 2005. Sumber Daya Manusia perusahaan. Remaja Rosdakarya. Bandung.
- [27] Munir, Y., M. E. Malik., R. Q. Danish., 2012. The Impact of Pay and Promotion on Job Satisfaction Evidence from Higher Education Institutes of Pakistan. American Journal of Economic, Juni 2012. <https://pdfs.semanticscholar.org/14b6/134599675ea0287a7e96fd348579f889dc43.pdf>
- [28] Nakir, M, Berty. 2017. The Impact Of Mutation And Promotion On The Performance Of South Kalimantan Governments Employee. International Journal Of Advance Reserch Vol.5 No12 Desember 2017. <http://dx.doi.org/10.21474/ijar01/6157>

- [29] Noor,Taufiqurahman.2017 Pengaruh Mutasi, Promosi dan Budaya Organisasi terhadap kinerja pegawai kantor Kementerian Agama Kota Banjarbaru Jurnal Ilmiah Ekonomi Bisnis Vol.3, No.2 Jul 2017 <http://e-journal.stiepancasetia.ac.id>
- [30] Nurdin,Mukhlis Yunus, Syafruddin Chan. 2015 Pengaruh Penempatan, Mutasi dan Promosi terhadap Prestasi Kerja Serta Dampaknya terhadap kinerja Pegawai Sekretariat Daerah Aceh. Universitas Syah Kuala. Jurnal Ekonomi . Vol 4, No.2 Mei 2015. <http://ejournal.unsyiah.ac.id/index.php/article/view/23.221-228>
- [31] Ningsi, Citra Ayu, 2015. Pengaruh Pelatihan dan Promosi Terhadap Motivasi dan Kinerja Karyawan. Jurnal Administrasi Publik. <http://ojs.unm.ac.id/index.php/iap/article/view/1765> Volume 5 No 1 Thn 2015.
- [32] Putri, Adelia Trisna.2015.Pengaruh Promosi dan Mutasi Jabatan Terhadap Kepuasan Kerja Karyawan Pada Kanwil II PT Pegadaian (Persero) Pekanbaru. JOM FEKON Vol.2, No.1 Februari 2015. <https://jom.unri.ac.id/index.php/JOMFEKON/article/view/8058>
- [33] Rahayu, S., 2017. Pengaruh Promosi Jabatan Terhadap Kinerja Karyawan Pada PT Garuda Metalindo. Jurnal Kreatif. Vol.5, No.1, Oktober 2017. <http://openjournal.unpam.ac.id/index.php/kreatif/article/view/701>
- [34] Reza, M., 2008. Pengaruh Mutasi dan Promosi Jabatan Terhadap Pengembangan Pegawai. Studi kasus Kejaksaan Tinggi Jawa Barat. [https://repository.ipb.ac.id/jspul/bitstream/....h8mre\\_abstract.pdf](https://repository.ipb.ac.id/jspul/bitstream/....h8mre_abstract.pdf)
- [35] Rivai, Veithzal. & Sagala, Ella Jauvani. 2010. Manajemen Sumber Daya Manusia untuk perusahaan. Jakarta: Raja Grafindo Persada.
- [36] Robbins, Stephen P. 2004. Manajemen. Jakarta: Indeks
- [37] Robbins Stephen P., 2002, Perilaku Organisasi, Edisi Kesepuluh, Indeks, Kelompok Gramedia, Jakarta.
- [38] Robbins, Stephen P. 2010. Organizational behavior. Pearson education. New Jersey 07458
- [39] Sastrohadiwiry, B. Siswanto. 2003. Manajemen Tenaga Kerja. Bumi Aksara. Jakarta.
- [40] Siagian P. Sondang. 2005. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- [41] Tintami, Pradhanawati, dan Susanto. 2012. Pengaruh Budaya Organisasi Dan Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Disiplin Kerja Pada Karyawan Harian SKT Megawon II PT.Djarum Kudus. Hal.1-8, Diponegoro Journal Of Social and Politic.
- [42] Tjandra Mathilda (2008) Pengaruh Partisipasi Dalam Penyusunan Anggaran Terhadap Kinerja Manajerial Dengan Reward Sebagai Variable Moderating Pada Pt.Asian Agri Group
- [43] Wahyudi Bambang., 2002. Manajemen Sumber Daya Manusia. Jilid 1 Sulita. Jakarta.
- [44] Wursanto, 2007. Dasar-Dasar Ilmu Organisasi. Penerbit Andi. Yogyakarta

**M. Herri MustaqimHasibuan<sup>1\*</sup>, Nazaruddin<sup>2</sup>, Isfenti Sadalia<sup>3</sup> and Muhamad Toyib Daulay<sup>4</sup>**

<sup>1</sup>Correspondence Author, Postgraduate Program, Magister Management, Universitas Sumatera Utara, Indonesia

<sup>2</sup> Faculty of Industrial Engineering, Universitas Sumatera Utara, Indonesia

<sup>3</sup> Faculty of Economics & Business, Universitas Sumatera Utara, Indonesia

<sup>4</sup> Visiting Lecturer, Postgraduate Program, Magister Management, Universitas Sumatera Utara, Indonesia