

The Influence of Mutation, Compensation, and Promotion on the Motivation of Employees in the Ministry of Finance Jakarta with Turnover Intention as a Mediation Variable



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ABSTRACT: Employees as part of Human Resources (HR) are called assets that play the most important role in achieving the goals of an institution. Employees are assets owned by an organization or institution, and many studies state that by providing mutations and compensation, employees will achieve the goals set by the organization and will be able to provide effective results and optimal performance. Therefore, there needs to be an assessment of the effect of mutation, compensation, and promotion on employee motivation at work. Based on these conditions, this study will discuss the effect of mutation, compensation, and promotions on employee motivation in the Ministry of Finance in Jakarta. Using a quantitative method, the research data was generated from a survey of 165 respondents.

KEYWORDS: Mutation, Compensation, Promotion, Motivation, Employees

I. INTRODUCTION

Employees who have good performance and quality are very crucial to being owned by an organization, unit, or institution, so that this institution also reflects on their employment (K. Bariyah, 2016). "Thus, the quality of employee work becomes very important for the ongoing institution activities and has a major influence on the process of achieving institution goals" (K. Bariyah, 2016).

In carrying out their duties, each employee has different abilities and results, or achievements, so that performance is individual. The achievement of the goals of the institution comes from the ability of employees to work so that they make a major contribution. Of course, good performance indirectly requires the desire of employees to benefit from direct institutional attention. This can be in the form of being mutation red, moving to the workplace of their choice, or getting a promotion that will make employees feel cared for and can give employees a sense of job satisfaction.

The measure of employee productivity is their ability to work. Such as completing a certain task without disturbing other people's tasks, can reflect his discipline in carrying out work or tasks given by superiors.

Maximum employee performance is achieved when an institution is able to direct and develop the potential and abilities of its employees so they can work optimally. Motivation and discipline are closely related to employee performance. The motivation and discipline felt directly by employees can make them underperform or otherwise make them perform better. Employees who feel motivated and disciplined in their work usually help organizations achieve better performance and achieve their overall goals.

However, the quality of employee performance can also be reflected in the awards received by employees from the institution for the hard work done. So that employees remain loyal and build good relations in the work environment. Companies need to consider compensation as a form of remuneration provided by the institution for the duties and contributions of employees. Compensation is also regulated in Law Number 35 of 2021 concerning compensation for employees; it states that companies are required to provide compensation money to workers. Compensation is not only in the form of salary; other things are counted as compensation, such as facilities and benefits such as health BPJS, employment BPJS, and holiday allowances. With such expectations, employees can do their jobs optimally for the future of the institution.

Another effort to increase employee productivity is by moving employees from one work unit to another, either as a result of being promoted or not. In addition to other factors that attract people to work in companies or agencies with the hope of increasing their careers or advancing the institution, this is often referred to as a promotion. Therefore, with the advancement

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opportunities offered by agencies to employees, it will cause employees to want to promote themselves by giving their best effort at work.

The effort above is one way to prevent turn-in, which is a common problem in an organization related to the desire of employees to stop working at an institution (Ksama, 2016). Therefore, it is necessary to know the factors that influence employees to work optimally to advance the institution.

This research will analyze human resources (HR) in the State Civil Administration Section/Aparatur Sipil Negara (ASN). Lately, there has been a proliferation of prospective ministry employees. Based on data from the National Civil Service Institution/BBadan Kepegawaian Nasional (BKN), at least 105 Candidates for Civil Servants (CPNS) have stated that they have left their jobs (Tirto.id, May 27, 2022). Many things have caused this incident to occur, including a workplace that is quite far from home as well as wages and benefits that may not be as expected. Another fact is that based on the Ministry of Finance's staffing statistics for the last 10 years, with the current number in 2023, there will be around 78,762 Ministry of Finance employees.

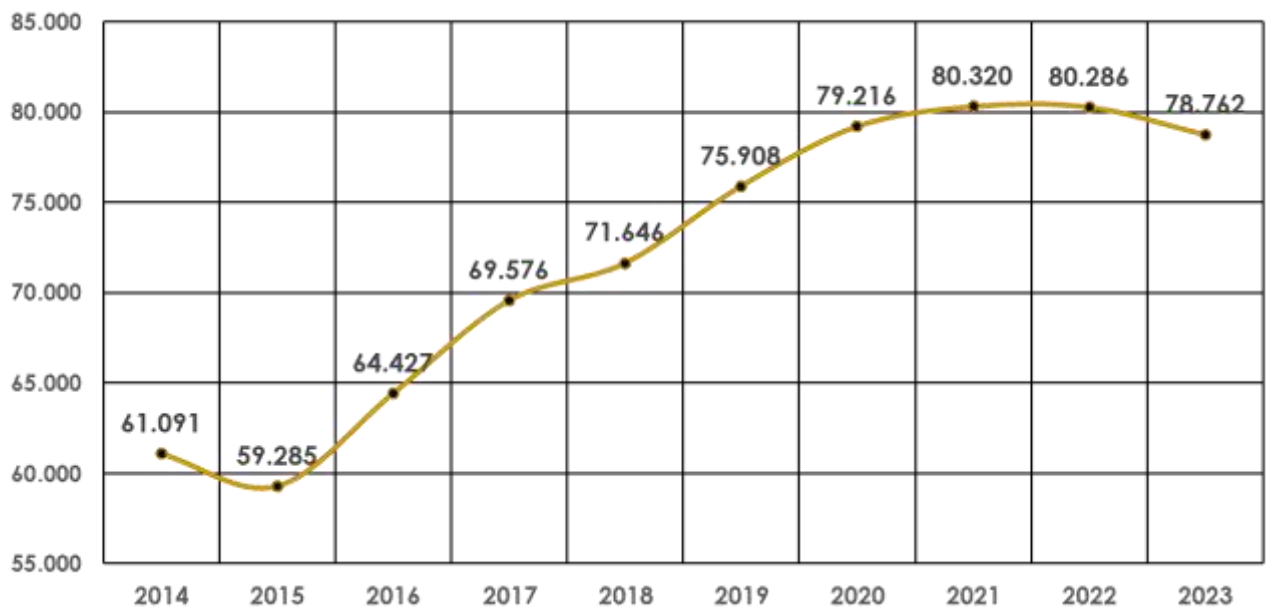


Figure 1. Ministry of Finance HR data for the last 10 years
Source: sd.kemenkeu.go.id 2023

The graph above shows that the Ministry of Finance's human resources in the last 10 years have generally experienced ups and downs. This is because the need for new employees is adjusted to the level of work in the institution and the reduction in employees reaching the retirement limit. Based on HR data from the Ministry of Finance in January and February, there was a decrease in the number of HR employees by 122, of which 80 retired, 18 died, 15 were on leave outside the state's responsibility (CDTN), 11 were dismissed with honor, 6 moved to other agencies, and an additional 8 were reactive again after undergoing CDTN.

In accordance with these conditions, the study entitled "The Influence of Mutations, Compensation, and Promotion on the Motivation of Employees of the Ministry of Finance in Jakarta With Turnover Intention as a Mediation Variable" aims to analyze the effect of mutations, compensation, and promotions on employee motivation in the Ministry of Finance in Jakarta as a representative or picture of the center Ministry of Finance.

II. LITERATURE REVIEW A. MUTATION

Mutation or assignment events are events that are often experienced by a number of people in an institution, both inside and outside the institution's (government) environment. Mutation is the act of moving employees from one workplace to another, changing job responsibilities, changing job status, and so on related to work. In research (Hasibuan, 2020), it is emphasized that "a mutation is a change in position, location, or job that takes place both horizontally and vertically (promotion or reduction) within an organization". Mutation is one way to carry out employee development in order to increase efficiency and effectiveness when working in companies or agencies.

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According to Hasibuan, 2020, the targets for implementing mutations include creating conditions in which to: (1) increase the productivity of the employee workforce; (2) create a balance between the workforce and the job or position structure; (3) expand or increase employee knowledge; (4) eliminate boredom or depression with work; (5) make employees want to try to increase their career; and (6) overcome conflicts between co-workers. In the same study, Hasibuan 2020 also mentions indicators of employee turnover caused by several factors, namely:

1. Experience: Having some experience in a previous job that is still relevant to the current job
2. Knowledge: Know the policies regarding mutations and understand the purpose of mutations.
3. Need: There is a need for a particular institution, and there is a mutation according to their need.
4. Proficiency: Employees are skilled in other fields and have reliable skills or expertise.
5. Responsibility, serious about duties, obligations, and all decisions, and ready to assume all risks.

B. COMPENSATION

Employees will work and show loyalty to the organization or institution. Therefore, agencies need to reward employee performance, especially by providing remuneration. Salaries and bonuses are one of the options to make employees active at work, thereby increasing work results. Research by [17] shows that overall compensation can be interpreted as a form of compensation for employees to appreciate their contributions and work in the institution; rewards can be in the form of direct or indirect financial compensation; and prizes can also be indirect.

According to Suharnomo (2020), compensation is one of the key strategies of an organization, playing an important role in addition to other human resource management strategies, starting with the recruitment process, employee retention, members, and evaluating the effectiveness of organizational goals. Compensation objectives affect the business, including obtaining quality human resources, retaining employees, improving employee behavior and performance, and achieving internal fairness in the business.

While the amount of compensation for employees, according to [18], is influenced by factors including: a. labor supply and demand; b. Capacity and good faith of the institution or institution; c. Trade unions or workers' or employees' organizations; d. Employee productivity; e. Government with articles of association and presidential decree; f. Cost of living; g. Position held; h. Employee training and experience; and i. economic status.

C. PROMOTION

Another factor that affects employee performance is promotional offers. [18] Defines promotion as a mutation that increases the authority and responsibility of an employee of an institution to a higher position in the organization so that the obligations, rights, status, and income become greater.

Many employees consider it important to get a promotion offered by the institution. With the promotion, employees feel trusted and happy to get recognition for their performance in working at the institution and are given the trust to take on positions and higher responsibilities. Thus, promotional events are often expected to bring social status, authority, responsibility, and results to employees in an institution.

Promotions should be based on existing training, as employee promotions are only possible if there are job training courses available. For this reason, there must be a job description that must be carried out by employees. In addition, promotions must be adjusted to existing work patterns in the institution, so that in promoting employees, companies must act fairly towards all employees regardless of their career agreements and get them on a good career path. Every employee will get a promotion if they meet the right criteria.

According to Kadarisman (2014), the factors that influence promotion include:

1. Experience is an important requirement for promoting an employee of an institution. Because of their longer work experience, employees are expected to have competencies and ideas that can develop and advance the institution.
2. Level of education. In employee promotion, often an institution provides terms or requirements regarding a certain level of education to occupy a certain position. The reason is that employees with higher education are expected to have a better mindset when making decisions.
3. Loyalty, whether promoting employee loyalty or institution loyalty, is important to remember. Indeed, with high loyalty, an employee will be more responsible for his work.
4. In motivating employees, honesty is an important requirement.
5. Responsibilities: employees who get promotions need to pay attention to their responsibilities at work.
6. Achievement or performance: in general, when an institution promotes employees, it also considers the professional achievements that have been achieved by these employees.

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D. MOTIVATION

According to Robbins (2008: 222), "motivation is a process that describes the spirit, direction, and tenacity of individuals to achieve a goal". According to Dedi and Etty (2019), the notion of motivation can be interpreted as a goal or activator in an effort to obtain or achieve the desired increase, both positive and negative. Research by As`ad and Fridiyanto (2021) states that motivation is an individual process to inspire and advance behavior in a way that benefits the organization as a whole.

Based on some of these opinions, it can be concluded that:

1. Work motivation is an important and urgent part of an organization or institution that acts as a tool to achieve the goals and objectives to be achieved.
2. Work motivation involves two main goals: the fulfillment of individual needs and aspirations as well as organizational or institution goals.
3. Work motivation given to someone is only effective if that person has the independence and confidence to progresand succeed in an organization or institution.

E. HYPOTHESIS

Based on the description of the background and theoretical review with the theories above, the framework for this research can be described as follows:

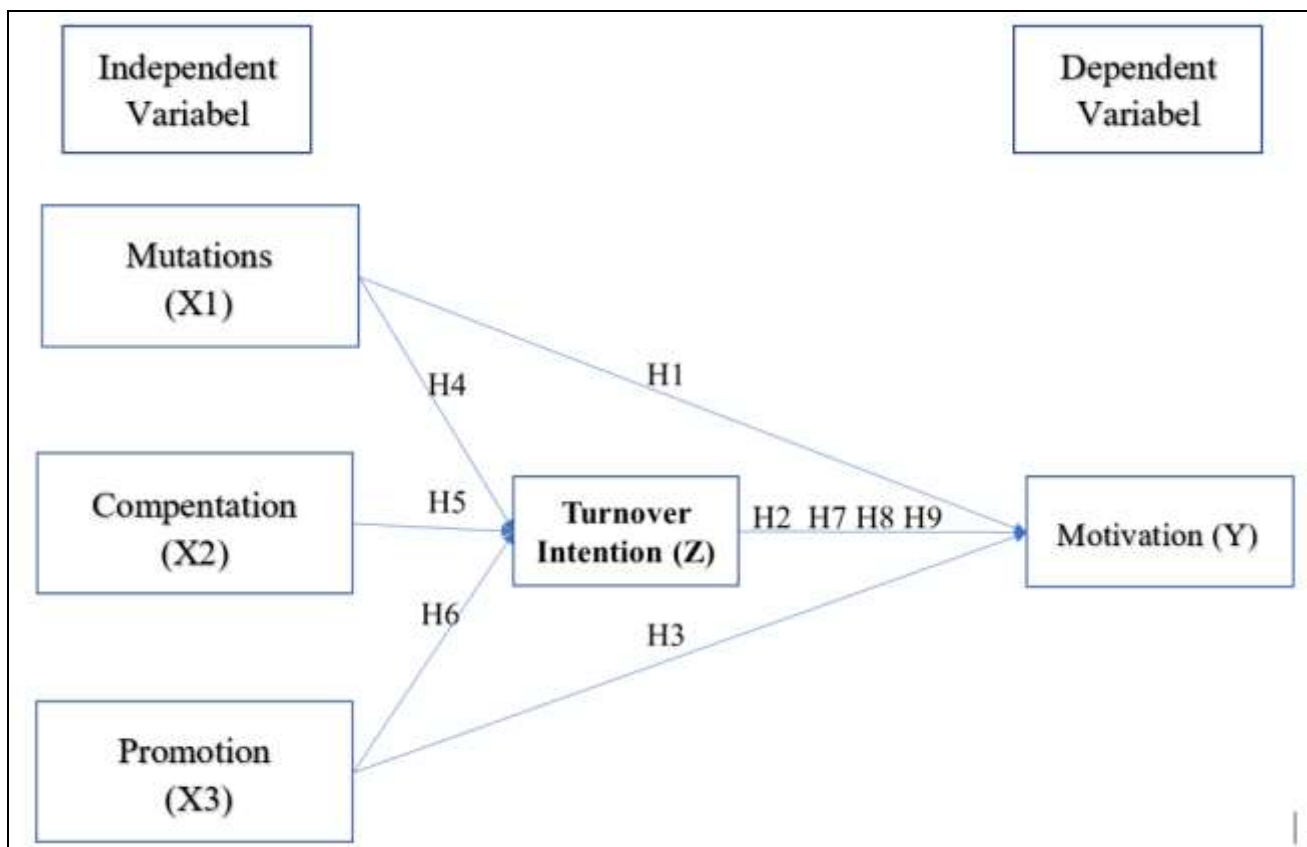


Figure 2. Conceptual framework

Source: Processed by the Author, 2023

In the conceptual framework picture, the hypotheses obtained from this study are:

- H1: Mutations have a positive and significant effect on employee motivation.
- H2: Compensation has a positive and significant effect on employee motivation.
- H3: Promotion has a positive and significant effect on employee motivation.
- H4: Mutations have a positive effect on Turnover Intention.
- H5: Compensation has a positive effect on Turnover Intention.
- H6: Promotion has a positive effect on Turnover Intention.
- H7: Turnover Intention has a mediating effect on mutations in motivation.
- H8: Turnover Intention has a mediating effect on the promotion of motivation.
- H9: Turnover Intention has a mediating effect on compensation and motivation.

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F. PREVIOUS RESEARCH

To support the review and analysis in this study, the authors conducted a literature study or previous research as a reference in determining the variable factors that affect employee performance in an institution. After reading previous journals and research, it is summarized with the following results:

Table 1. Previous Research

No	Researcher	Method	Variable	Results
1	Sofiati, Yogi Septianto (2022)	Quantitative and using SPSS	Promotion, Mutation and Employee Performance	Job mutations and performance have a positive and significant effect on employee performance at the DGT DI office Yogyakarta.
2	Jon Henri Purba (2020)	Quantitative and using SPSS	Mutation, Promotion and Employee Performance	Employees who get mutations and promotions have a significant impact on employee performance.
3	Rahmat Firdaus Putra, Amir Tengku Ramli and Made Yudhi Setiani (2022)	Quantitative and using SPSS	Compensation, Mutation, Promotion and Apparatus Performance	Compensation, mutation and promotion have a positive impact on the performance of members of the Bima Police.
4	Asiah, Sri Langgeng Ratnasari and Etty Puji Lestari (2022)	Quantitative and using SPSS	Compensation, Mutation, Motivation, Work Environment and Performance of Elementary School Teachers	Compensation, promotion, motivation and work environment have a positive and significant effect on the performance of school teachers in Anambas District.
5	Zuhesti, Muhammad Idris and Didin (2020)	Quantitative and using SPSS	Work Motivation, Compensation, Job Satisfaction and Productivity of State Civil Servants (ASN)	Work motivation, rewards, and job satisfaction affect labor productivity in the State Civil Apparatus Work Unit (ASN) of the Brookumba District Communication and Information Service.
6	Hendri Dodi and Susi Evanita (2014)	Quantitative and using SPSS	Mutation, Compensation, Motivation and Employee Job Satisfaction	Mutation, compensation, and work motivation have a significant effect on job satisfaction of employees of PT. PLN (Persero) Sorok region, West Sumatra.
7	Tri Anisah and Sri Langgeng Ratnasari (2019)	Quantitative and using SPSS	Compensation, Promotion, Work Motivation and Employee Performance	Compensation and motivation have no significant effect on the performance of employees of PT. Mega Synergy Power India Batam. Promotion has a significant impact on the performance of employees of PT. Mega Synergy Power India Batam. Compensation, promotion, and motivation simultaneously have no significant effect on the performance of employees of PT. Mega Synergy Power India Batam.

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No	Researcher	Method	Variable	Results
8	Ajmal As'ad (2021)	Quantitative and using SPSS	Competence, Work Motivation, Work Environment and Employee Performance	Competence and motivation in the work environment have a positive and significant effect on the performance of employees of the City Hall STO PT Telkom Makassar.
9	Ika Fauzi Anggrainy, Nurdasila Darsono and T. Roli Ilhamsyah Putra (2018)	Quantitative and using SPSS	Work Influence, Work Discipline, Compensation, Work Motivation and Work Performance of Civil Servants	Ease of work and work discipline have a positive impact on the work motivation of BKPP Aceh.
10	Ajie Ibrahim Muttaqien (2021)	Quantitative and using SPSS	Motivation, Compensation and Performance of Civil Servants	Motivation and reward (compensation) have a positive effect on civil servant performance.

Source: processed by the author, 2023

III. RESEARCH METHODOLOGY

The method used in this study is a quantitative method using correlation and regression approaches. Correlation is the result of determining the relationship between variable X (mutations, awards, and promotions) and variable Y (employee motivation). Then, using a simple regression analysis, determine the effect of variable X on variable Y. The use of data analysis models, which are also used in the last step to answer the hypothesis, is a simple correlation analysis approach.

According to Haier, Anderson, Tatham, and Black (2010), a good sample size for estimation is 100–200 respondents, because a sample size that is too large makes it difficult to get a good model. Can be interpreted using the Structural Equation Model (SEM). Therefore, the number of samples is determined by using the minimum sample calculation results. The minimum sample size for SEM determined by Hair et al. (2010) is (number of indicators + number of latent variables) x (5–10) times. By using the data population of the Ministry of Finance in Jakarta, where there is high turnover, the number of employees in Jakarta, which is the population of the sample, cannot be known. Based on these conditions, the maximum number of samples for this study using the Haier formula is:

Take the largest sample in the study, namely $(28 + 5) \times 5 = 165$ respondents.

Regarding research data, primary data is collected as material to be processed and analyzed. The data used is primary data obtained directly from respondents through surveys or taking opinions from several respondents. The questionnaire method was used to obtain this data. To collect the necessary data according to research needs, the data was obtained by the researcher asking questions first and distributing questionnaires to respondents who supported the information provided through the questionnaires.

Data collection techniques used in this study include:

1. Questionnaires were presented to a large number of respondents who were identified through sampling techniques to obtain primary data.
2. Direct interviews were conducted with employees to obtain primary data from respondents.
3. Observation and technical observation (observation) of the scope or subject matter of this research is carried out by direct observation of the conditions and conditions of the workers.
4. Literature, which is secondary data, is relevant to the research focus.

IV. RESULTS OF DATA ANALYSIS

A. DESCRIPTIVE STATISTICS

Descriptive statistics is a method for describing and presenting information from large amounts of data. Descriptive statistics turn raw data into information that can explain phenomena or characteristics of the data. The results of the descriptive statistical analysis were obtained from the analysis of the descriptions of the respondents and the descriptions of the survey variables.

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From the results of statistical processing, out of 169 respondents, 119 (70.4%) were men, and the remaining 50 (29.6%) were women. The majority of respondents in this survey are between 45 and 55 years old, accounting for 42.01%. Based on education level, most of the respondents were D3/S1 graduates with a percentage of 53.85 and 5–10 years of work experience.

B. PARTIAL LEAST SQUARE (PLS)

"PLS (Partial Least squares) is an alternative model of variance-based SEM. PLS is intended for causal-predictive analysis in situations of high complexity and low theoretical support" (Ghozali, 2014). The aim of PLS is to find the best predictive linear relationship in the data to be studied.

The data from the questionnaire survey was carried out by the PLS algorithm, with the following results:

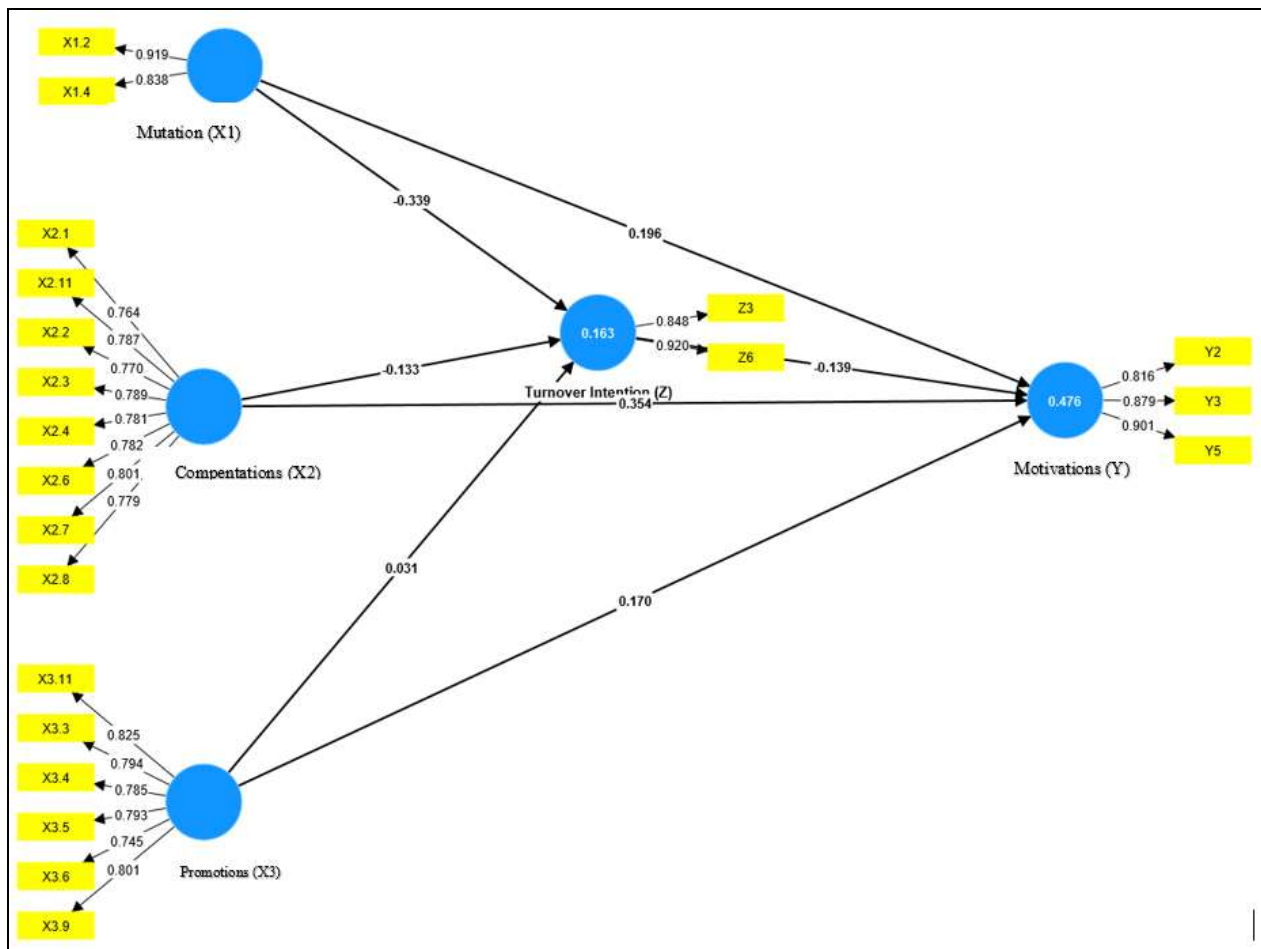


Figure 3: PLS Result

Source: Processed by the Author, 2023

Based on the figure above, it can be seen that after re-testing, all indicators on the research variables have a loading factor value of more than 0.70, so testing on convergent validity has valid values overall.

Then do hypothesis testing (estimation of path coefficients). The significance test checks whether there is an influence of exogenous variables on endogenous variables. The test criteria stated that if t-statistics > T-table (1.96) or p-value > significant alpha 5% or 0.05, then there is a significant effect of exogenous variables on endogenous variables (Haryono, 2017). The results of the significance test and model test are shown in the table below.

Table 2. PLS results

	Original Sample (O)	Means (M)	Standard Deviation (St. Dev)	T statistics	P values	Information
Compensation (X2) -> Motivation (Y)	0.354	0.356	0.105	3,360	0.001	Significant Positive

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Compensation (X2) -> Turnover Intention (Z)	-0.133	-0.144	0.107	1,247	0.212	Insignificant Negative
Mutation (X1) -> Motivation (Y)	0.196	0.187	0.089	2,219	0.027	Significant Positive
Mutation (X1) -> Turnover Intention (Z)	-0.339	-0.333	0.089	3,824	0.000	Significant Negative
Promotion (X3) -> Motivation (Y)	0.170	0.182	0.105	1,619	0.106	Positive Not Significant
Promotion (X3) -> Turnover Intention (Z)	0.031	0.023	0.108	0.286	0.775	Positive Not Significant
Turnover Intention(Z) -> Motivation (Y)	-0.139	-0.137	0.068	2,030	0.042	negative Significant

Source: PLS Output

Based on the data above, it is found that:

- a. The results of the T-statistics were 2.219, the original sample values were 0.196, and the p-values were 0.027. The T-statistic value is greater than the Ttable value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05. This result indicates that the mutation has a positive and significant effect on employee motivation.
- b. The results of the T-statistics were 3.360, the original sample values were 0.354, and the p-values were 0.001. The T-statistic value is greater than the Ttable value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05. This result indicates that compensation has a positive and significant effect on employee motivation.
- c. The results of the T-statistics were 1.619, the original sample values were 0.170, and the P-values were 0.106. The T-statistic value is less than the T-table value of 1.96, the original sample value is positive, and the P values are greater than 0.05. This result indicates that promotion has a positive but not significant effect on employee motivation.
- d. The result of the T-statistic is 3.842, the original sample value is -0.339, and the p-value is 0.000. The T-statistic value is smaller than the Ttable value of 1.96, the original sample value shows a negative value, and the P values show less than 0.05. This result indicates that the mutation has a negative and significant effect on employee Turnover Intention.
- e. The T-statistic result is 1.247, the initial sample value is -0.133, and the p-value is 0.212. The T-statistic value is less than the table value of 1.96, the original sample value is negative, and the p-value is less than 0.05. The results of the study show that compensation has a negative effect on employee turnover intention, but it is not significant.
- f. The results obtained are a t-statistic value of 0.286, an original sample value of 0.031, and a p-value of 0.775. The t-statistic is less than the t-value of 1.96 in the table, the original sample value is positive, and the P-value is less than 0.05. These results indicate that promotion has a positive, but not significant, impact on an employee's intention to leave.
- g. The t-statistic result is 2.030, the initial sample value is -0.139, and the p-value is 0.042. The t-statistic is less than the t-table value of 1.96, the original sample value is negative, and the p-value is greater than 0.05. The results showed that advertising through sales intent has a negative effect on employee motivation, but it is not significant.

V. CONCLUSIONS

Based on the analysis and processing of data on the effect of mutations, promotions, and compensation on the motivation of Ministry of Finance officials in Jakarta, with the Turnover Intention parameter as a mediating variable, the following conclusions are obtained:

- a. Mutations have a significant positive effect on the motivation of Ministry of Finance employees in Jakarta. That is, mutations motivate employees to work better.
- b. Compensation has a positive and significant effect on the motivation of Ministry of Finance employees in Jakarta. This means that the higher the compensation they receive, the more motivated they are to work.
- c. Promotion has a positive but not significant effect on the motivation of Ministry of Finance employees in Jakarta. This means that promotions carried out have a positive influence, although small, on employee motivation.
- d. The mutation will have a negative and significant impact on the employee turnover intention of the Ministry of Finance in Jakarta. This means that mutations have a negative impact on the employee turnover intentions of the Jakarta Ministry of Finance.
- e. Compensation has a negative impact on the income of employees of the Jakarta Ministry of Finance, but not significantly. That is, compensation has a small but negative impact on income for Jakarta Ministry of Finance employees.

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- f. The promotion will have a positive but not significant impact on the turnover intentions of Ministry of Finance employees in Jakarta. This means that the implementation of the promotion will have a positive impact, but many other factors affect the turnover intentions of Jakarta Ministry of Finance officials.

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