The Influence of Job Mutation and Promotion on Employee Performance and Motivation as a Moderator at Bank Indonesia

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Abstract: This research investigates the influence of job mutations and promotions on employee motivation and performance, with motivation acting as a moderating factor at Bank Indonesia. In the context of human resource management, understanding how job changes and promotions affect employee performance is crucial for optimizing work productivity and organizational effectiveness. This study uses a quantitative approach, collecting primary data through a structured questionnaire distributed to 150 employees across various job levels at Bank Indonesia. Data analysis was performed using SPSS for descriptive statistics, validity, reliability tests, and inferential techniques, including regression analysis. The results indicate that both job mutations and promotions have a positive and significant effect on employee motivation. However, neither mutations nor promotions directly impact employee performance. Motivation, on the other hand, has a significant positive effect on employee performance and mediates the relationship between mutations, promotions, and performance. This highlights the importance of fostering a motivated workforce to maximize the positive effects of job mutations and promotions. The findings also provide valuable insights for Bank Indonesia in refining its human resource policies to enhance employee engagement and performance.

INTRODUCTION

In an organization like Bank Indonesia, one of the crucial aspects that needs attention is employee performance. In this highly competitive era of digitalization and reform, both in social and business contexts, human resource (HR) issues are always a major challenge. HR is not only unique and valuable, but also the most important asset for an organization. Therefore, it is natural for an organization to strive to obtain and utilize these resources as best as possible. This effort is known as human resource management or also called employee placement and personnel management (Hariandja, 2022).

Human resource management (HR) includes all activities involved in acquiring, retaining, and developing human resources in an organization (Hariandja, 2022). As implied in its definition, human resource management begins with acquisition, which is recruiting individuals to work in the organization. This acquisition process can be very competitive to obtain employees who meet certain qualifications. After that, steps need to be taken to retain these valuable resources. Finally, human resources must be developed to achieve optimal performance (Hariandja, 2022).

According to Mathis and Jackson (2016), performance is the result of a person's work measured based on organizational standards in terms of quality and quantity. Performance describes the effectiveness and efficiency of individuals in achieving predetermined goals (Mathis & Jackson, 2016). According to Armstrong (2017), performance is defined as the result of individual behavior in achieving organizational goals, which is measured through productivity, work quality, and employee behavior in the workplace (Armstrong, 2017). Meanwhile, according to Dessler (2019), performance reflects the effectiveness of individuals in completing work-related tasks (Dessler, 2019).

According to Mathis and Jackson (2016), performance is influenced by skills and abilities as well as efficiency and effectiveness. A person's technical ability and skills in completing tasks play an important role in determining the quality and quantity of their work results and efficiency in the use of resources and the ability to complete tasks on time are also important factors that determine how well a person performs (Mathis & Jackson, 2016). According to Armstrong (2017), performance is influenced by individual work behavior, including discipline, dedication, and work ethic (Armstrong, 2017). According to Dessler (2019), performance is influenced by motivation, skills, and a supportive work environment (Dessler, 2019). Meanwhile, based on the opinion of Nitisemito (2005), performance is the result of work that is influenced by various factors, including individual abilities and job transfers (Nitisemito, 2005).

Mutation is the process of moving employees from one position to another in an organization that aims to increase work efficiency and effectiveness (Rusby, 2017). According to Paul Pigors and Charles Myers (2022), transfer is a managerial strategy used to match employee positions with the skills and needs of the organization. This transfer can be a tool to increase productivity and work enthusiasm, as well as broaden employee experience in various positions (Pigors & Myers, 2022).

According to experts, the factors that influence transfer in an organization have evolved over time. According to Malayu S.P. Hasibuan (2018), transfer is influenced by factors of work ability, experience, and length of service of employees. He emphasized the importance of adjusting individual abilities with the demands of the work that will be carried out after the transfer. Furthermore, Edwin B. Flippo (2019) argues that career development factors and organizational needs are the main considerations in implementing transfers. In his view, he emphasized the importance of the factor of suitability between employee skills and new job requirements. And finally, according to Alex S. Nitisemito (2020), he identified work environment factors and

interpersonal relationships as important elements in transfer decisions. He argues that transfer can be a solution when there is disharmony in the work environment or when a refresher is needed in the work team. He also emphasized the importance of occupational health and safety factors in considering transfers.

Motivation is a concept that has been studied and defined by various experts throughout the development of management science. Starting from the view of Frederick Herzberg (2018) who defined motivation as an internal and external drive within a person that creates enthusiasm and perseverance to achieve certain goals. He emphasized that motivation is closely related to factors that provide satisfaction and dissatisfaction in work. Complementing this understanding, Abraham Maslow (2019) explained motivation as a force that drives individuals to fulfill various needs, from basic needs to self-actualization needs. Maslow believed that motivation arises hierarchically and is related to the fulfillment of human needs in stages. Stephen P. Robbins and Timothy A. Judge (2020) deepened the definition of motivation by describing it as a process that explains the intensity, direction, and persistence of a person in achieving their goals. They emphasized that motivation is a force that drives individuals to act in a certain way and maintain that behavior over a certain period of time.

Meanwhile, job promotion involves increasing employee responsibility and authority in the organization (Muaja et al., 2018). Both of these can have positive or negative impacts on employee performance, depending on how they respond to the change. Organizations must ensure that employees remain motivated at work, because high work motivation comes from effective management practices. Work motivation is an individual's internal process that energizes, directs, and maintains behavior. It is a personal "force" that drives a person to act in a certain way (Hariandja, 2022). Employee motivation can act as a moderator in the relationship between job transfers and promotions with employee performance. Employees who are highly motivated tend to be more adaptable to changes and new challenges, allowing them to improve their performance after experiencing a job transfer or promotion. Conversely, employees with low motivation may experience decreased performance because they are less able to cope with the changes and new challenges faced. Work motivation is often interpreted as a drive, namely the power that moves the soul and body to act. This motive functions as a "driving force" that drives a person to behave in order to achieve predetermined goals (Mundung et al., 2022). Each individual has different motives. Work motivation has a positive and significant effect on job satisfaction. This means that the more motivated employees are, the more job satisfaction will increase (Rijanti & Kirana, 2023)

Bank Indonesia is a central bank that carries out its duties and authorities independently, starting operations based on Law No. 23/1999 concerning Bank Indonesia, which was enacted on May 17, 1999 and was later amended by Law of the Republic of Indonesia No. 6/2009. This law establishes Bank Indonesia as an independent state institution, free from interference from the government and other parties, except for matters expressly regulated in the law. Bank Indonesia has full autonomy in formulating and carrying out each of its duties and authorities as stipulated in the law. External parties are not permitted to interfere in the implementation of Bank Indonesia's duties, and Bank Indonesia is required to reject or ignore any form of intervention from any party. This special status and position are needed so that Bank Indonesia can carry out its role and function as a monetary authority more effectively and efficiently (BI, 2021). Therefore, it is important to examine the effect of job transfers and promotions on employee performance at Bank Indonesia, considering the role of motivation as a moderator. This study can provide valuable insights for Bank Indonesia employees in managing human resources, especially in optimizing employee performance.

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One of the organizations that supports maintaining security and order stability at Bank Indonesia which has organizational capabilities and resources in securing assets owned by Bank Indonesia. The number of employees in the BI head office payment system sector is 475 people consisting of 4 departments, including DKSP (Payment System Policy Department) 101 people, DPSP (Payment System Implementation Department) 103 people, DPU (Money Circulation Department) 237 people and UKPS (Special System Processing Unit) 34 people. In this case, we are against the Key Performance Indicator (KPI) that has been set, the majority does not reach 100%. against 4 aspects of KPI per year, namely:

Table 1. 4 KPI aspects per year

No.	Period	KPI	% KPI Weight	Realization Value of Achievement	Value	Performance Value/Weight	Total KPI Weight	Total Performance Value	Multiplier Value	KPI Achievement Percentage (Performance Score/5)
1	Semester II July to December 2022	1. KPBI 2. Tegal 3. D.I. Yogyakarta Attendance has not been fulfilled	15%	0%	1	0,15	100%	4	90%	80%
		1. KPBI: Sleeping while on duty 2. Banten: Smoking during working hours	10%	50%	2	0,2				
		Point 9: There are typos and it is not very informative.	10%	8,5%	4	0,4				
2	Semester I January to June 2023	1. DI Yogyakarta Attendance has not been fulfilled	15%	0%	1	0,15	100%	4,1	90%	82%
		1. KPBI: Sleeping while on duty 2. Banten: Late to work	10%	50%	2	0,2				
3	Semester II July to December 2023	1. DKI Jakarta 2. D.I. Yogyakarta Attendance has not been fulfilled	15%	0%	1	0,15	100%	4,1	90%	82%
		1. KPBI: a) Not wearing uniforms b) Inaccurate inspection 2. Banten: a) Employees (Not following search SOP)	10%	50%	2	0,2				
4	Semester I January to June 2024	Personnel attendance has not been fulfilled 1. Jember 2. Tegal 3. D.I. Yogyakarta	15%	0%	1	0,15	100%	4,1	90%	82%
		1. Tasikmalaya: a) Operating a cellphone while on duty outside of work b) Sleeping while on duty	10%	50%	2	0,2				

Failure to achieve the KPI can be caused by several factors. Failure to achieve KPIs can be caused by several factors that affect employee motivation and performance, promotion or remaining in the same position. Mutation is an activity carried out by organizational leaders to move employees from one office to another in a certain area (Batemen & Snell, 2022). Mutation is an organizational routine that aims to apply the principle of "the right man in the right place" or "the right person in the right place" (Batemen & Snell, 2022). If the mutation is unable to increase effectiveness and efficiency, then its implementation will be meaningless and can even be detrimental to the organization. At the employee selection stage, the organization has actually tried to apply the principle of "the right person in the right place" (Batemen & Snell, 2022).

One of the motivations for someone to work in an organization or company is the opportunity to advance. Humans naturally tend to want to be better and advance from their current position. The opportunity to advance in an organization is often referred to as promotion (promotion). Promotion means moving from one position to another position that has a higher

status and responsibility (High & Alex, 2017). Although humans generally want progress in their lives, not all employees want to be promoted. There are employees who refuse to be appointed as "supervisors," for example. Some reasons why someone refuses a promotion include: first, the difference in salary received may be considered unbalanced with additional responsibilities. Second, they may feel reluctant to leave their old group to join a new group whose acceptance attitude is uncertain. Third, there is a "security" factor felt by employees who are promoted (High & Alex, 2017).

As a security service company, having a quality team is very important. Focus on placing the right human resources according to the needs of Bank Indonesia. This is an important step in achieving goals, and believes that proper placement will produce optimal performance according to the position held (Mulyadi, 2019).

Bank Indonesia regulates and places its employees who can be transferred or promoted. The transfer or mutation of Bank Indonesia employees is influenced by various factors. In general, the reassignment of employees to new positions aims to meet the needs of the company, increase motivation, and improve the performance of employees who have superior skills, while reducing the possibility of boredom in the workplace (Heidjrachman, 2019).

Based on research conducted by Putri, it shows that transfers have a positive effect on work motivation (Putri, et al. 2017). Similar results were also shown in research conducted by Darma in 2021 and Dodi in 2014. (Darma, 2021; Dodi, 2014). Meanwhile, research conducted by Hastopo and Wikaningtyas showed that transfers had a negative effect on the motivation of employees at the Yogyakarta Pratama Service Office (Hastopo et al., 2023).

Based on research conducted by Hariadi, it shows that job promotions and employee motivation have a linear and strong relationship, where job promotions can increase employee motivation (Hariadi, 2020). Research conducted by Haniyah also shows that job promotion has a significant effect on employee work motivation with a score of 56.1 (Haniyah, 2019). Similar results were also shown by research conducted by Naufaldy in 2022 (Naufaldy et al., 2022). However, research conducted by Zanaria shows that there is no significant effect between job promotion and employee work motivation at Bank Syariah Mandiri Palembang Branch Office (Zanaria, 2018).

Based on research conducted by Saefudin, it shows that mutations have a strong influence on employee performance at the West Java I Regional Office of the Directorate General of Taxes (Saefudin, 2021). Research conducted by Husain also shows that job mutations and workloads have a positive and significant effect on employee performance (Husain, 2022). Similar results were also shown by research conducted by Cahayati in 2023 (Cahayati et al., 2023). Meanwhile, research conducted by Widiyawanto showed conflicting results, where his research stated that job mutations had a non-significant effect on employee performance (Widiyawanto & Muljaningsih, 2023).

Based on research conducted by Sidiarta and Trianasari, there was a positive and significant influence between job promotions and employee performance (Sidiarta & Trianasari, 2021). Similar research results were also shown by research conducted by Barik and Basriani (Barik et al., 2021; Basriani, 2017). Meanwhile, research conducted by Pancasati showed different results, namely that promotion had a negative and insignificant effect on employee performance (Pancasati et al., 2022).

Based on research conducted by Anggranata and Rijanti in 2023, it showed that employee performance was positively influenced by motivation variables (Anggranata & Rijanti, 2023). The results of Goni's study also stated that work motivation had a positive effect on employee

performance (Goni et al., 2021). Similar results were also shown in a study conducted by Basalamah which stated that work motivation had a positive and significant effect on employee performance at the ESDM Transmigration Investment Service of Gorontalo Province (Basalamah et al., 2022). However, the results of research conducted by Febriyanti and Rijanti showed that motivation had a significant negative effect on the performance of teachers at SMK Bhakti Praja Adiwerna (Febriyanti & Rijanti, 2022).

Based on the description that has been put forward in the background of the problem above, the target achievement of the Key Performance Indicator that has been set by Bank Indonesia is mostly not achieved 100%, this is caused by:

1. Bank Indonesia has not fully implemented the mutation and motivation program for its employees, so this can have an impact on employees who have good performance.
2. Bank Indonesia employees do not fully understand the career path for job promotions and mutation programs that have been set by management, so this can spur employees to perform well.

Based on the phenomena explained in the background and problem formulation, this study aims to analyze several aspects related to human resource management at Bank Indonesia. First, this study aims to determine and analyze the effect of mutation on employee motivation at Bank Indonesia. Second, another objective is to explore the extent to which promotion affects employee motivation at the institution. In addition, this study also aims to identify the impact of mutation on employee performance at Bank Indonesia. The next objective is to analyze the effect of promotion on employee performance at Bank Indonesia. Finally, this study also aims to analyze the relationship between motivation and employee performance at Bank Indonesia.

Theoretically, the results of this study are expected to contribute to developing theories related to mutation, promotion, motivation, and performance in the field of human resource management. This study is also expected to provide deeper insight into the relationship between these variables in the context of banking.

Practically, this study provides significant benefits. For the author, this study provides an opportunity to compare the knowledge gained during college with practical experience in the field. For Bank Indonesia, the results of this study can be used as a basis for formulating policies related to mutation and promotion, as well as to improve employee performance and motivation at the institution. In addition, for other researchers, this study can be a useful reference in studying similar topics, as well as enriching the existing literature on mutation, promotion, motivation, and performance in banking organizations.

METHOD
Population and Research Sample

The population in this study is all employees employed at Bank Indonesia, according to the explanation of Santoso & Madiistriyatno (2021) who stated that the population is the totality of analysis units with certain characteristics being studied. Sugiyono (2022) also stated that the population consists of objects/subjects that have relevant characteristics and have the same opportunity to become samples. Darmadi (2020) stated that the population is the total number of objects or subjects that have the same characteristics. In this study, the population studied was 150 people, consisting of various job levels, as seen in the following table:

Table 2. Population Size

No	Employee Composition	Population (People)
1	Managerial Level	10
2	Supervisory Level	40
3	Operational Level	100
Total		150

Source: Employee Data

According to Santoso & Madiistriyatno (2021), a sample is a part of a population that has certain characteristics to be studied. Cooper and Schindler (2008) stated that the use of samples has advantages such as lower costs and higher research effectiveness. Sugiyono (2016) explained that a sample is a part of a population that is selected due to limited time, funds, and manpower. This study uses a non-probability sampling technique with simple random sampling. With a sample of 150 respondents whose composition is proportional according to the following table:

Table 3. Number of Samples

No	Employee Composition	Population (People)
1	Managerial Level	10
2	Supervisory Level	40
3	Operational Level	100
Total		150

Data Types

The types of data used in this study are primary and secondary data. Primary data were obtained directly from the source, namely through respondents' answers to the questionnaire distributed to them, as explained by Sugiyono (2021). Secondary data, which supports this study, were obtained indirectly from various sources of information such as employee data, organizational structures, journals, and other literature relevant to the research topic.

Data Analysis Techniques

The data in this study were collected using a questionnaire distributed via email, MS Teams, and WhatsApp to selected samples. This questionnaire contains questions about the demographics of respondents and their views on job promotions, transfers, and work motivation. After the data is collected, the results will be analyzed descriptively and used for hypothesis testing (Burhan, 2018). Measurement uses a Likert scale with seven answer choices to assess the level of respondent agreement (Erlina, 2021).

The research instrument used was a worksheet that includes:
1. Performance Sheet to assess employee performance at Bank Indonesia Head Office.
2. Work Motivation Sheet to assess employee work motivation.
3. Promotion Sheet to assess employee job promotions.
4. Mutation Sheet to assess employee transfers.

In addition, structured interviews were used to obtain more in-depth information about the effect of transfers and promotions on employee work motivation (Moleong, 2017).

Instrument Test
1. Validity Test

The validity test aims to ensure that the instrument measures the intended variable

accurately. Validity is tested through the correlation between items and the total score, as well as Discriminant Validity and Average Variance Extracted (AVE), with a minimum AVE value of > 0.5 (Wijaya, 2019). An instrument is valid if it provides accurate and precise measurements (Simamora, 2002).

2. Reliability Test

Reliability indicates the consistency of the measurement. The instrument is considered reliable if the Cronbach's Alpha > 0.60 (Simamora, 2002; Sugiyono, 2012). Repeated measurements on the same respondents should yield stable data, provided there are no changes in the measured variables.

3. Inferential Techniques

Data analysis is conducted using SPSS 22 for Windows with inferential statistical techniques such as t-tests, ANOVA, regression, and factor analysis. SPSS is chosen because it supports various statistical analyses with a user-friendly interface and does not require complex coding.

RESULTS AND DISCUSSION

Respondent Description

Descriptive statistics are used to present respondent characteristic data in tabular form that facilitates interpretation. This study involved 150 employees of Bank Indonesia Head Office who were selected with certain criteria. Respondent data are categorized based on gender, age, last education, and length of service.

1. Respondent Gender

Table 4. Distribution of Respondents by Gender

No	Gender	Amount	Percentage (%)
1	Male	87	58
2	Female	63	42
Total		150	100

Table 4. shows that male respondents dominate with 87 people (58%), while female respondents are 63 people (42%).

2. Respondent Age

Table 5. Distribution of Respondents by Age

No	Age	Amount	Percentage
1	25 – 30 Years	34	22,7
2	> 30 – 35 Years	38	25,3
3	> 35 – 40 Years	26	17,3
4	> 40 Years	52	34,7
Total		150	100

The distribution of respondents' ages (Table 5.) shows that the majority are over 40 years old, with 52 people (34.7%), followed by 30-35 years old with 38 people (25.3%).

3. Respondents' Last Education

Table 6. Respondent Description Data Based on Last Education

Education	Amount	Percentage
High School/Equivalent	2	1,3
Diploma1/2/3	10	6,7
Bachelor's Degree	117	78
Master's Degree	20	13,3
Doctoral Degree	1	0,7
Total	150	100

Based on Table 6., the majority of respondents have a Bachelor's degree, with 117 people (78%). Respondents with a Master's degree are 20 people (13.3%) and a Doctorate is 1 person (0.7%).

4. Respondents' Length of Service

Table 7. Respondent Description Data Based on Length of Service

Years of service	Respondent Frequency	Percentage
2-5 years	33	22
5-10 years	41	27,3
10-15 years	25	16,7
>15 years	51	34
Amount	150	100

Table 7. shows that the majority of respondents have a service period of more than 15 years, as many as 51 people (34%). Respondents with a service period of 5-10 years are 41 people (27.3%).

Variable Description

Variable description is used to describe the tendency of respondents' answers to each question in the questionnaire, using statistical measures such as average (mean), median, mode, minimum value, and maximum. The following is a description of the variables used in this study:

1. Mutation Variable (X1)

Table 8. Description of Mutation Variable (X1)

	N		Mean	Median	Mode	Min	Max
	Valid	Missing					
X1.1	150	0	6,21	6,00	7,0	3,0	7,0
X1.2	150	0	6,31	7,00	7,0	3,0	7,0
X1.3	150	0	5,58	6,00	7,0	3,0	7,0
X1.4	150	0	6,00	6,00	7,0	3,0	7,0
X1.5	150	0	6,46	7,00	7,0	4,0	7,0
X1.6	150	0	6,47	7,00	7,0	4,0	7,0
X1.7	150	0	6,48	7,00	7,0	4,0	7,0
X1.8	150	0	6,48	7,00	7,0	4,0	7,0
X1.9	150	0	6,07	7,00	7,0	1,0	7,0
X1.10	150	0	5,98	6,00	7,0	2,0	7,0
Average	150	0	6,23	6,60	6,8	4,1	7,0

Table 8. shows that the average value of respondents on the Mutation variable is 6.23, which indicates that respondents generally agree with items related to mutations. The highest value (6.48) is found in the statement about the reasons for mutations to fill strategic positions and adjust the organizational structure.

2. Promotion Variable (X2)

Table 9. Description of Promotion Variables (X2)

| | N | | Mean | Median | Mode | Min | Max |
	Valid	Missing					
X2.1	150	0	6,25	7,00	7,0	1,0	7,0
X2.2	150	0	6,33	7,00	7,0	1,0	7,0
X2.3	150	0	6,34	7,00	7,0	1,0	7,0
X2.4	150	0	6,39	7,00	7,0	4,0	7,0
X2.5	150	0	6,42	7,00	7,0	3,0	7,0
X2.6	150	0	6,40	7,00	7,0	3,0	7,0
X2.7	150	0	6,43	7,00	7,0	4,0	7,0
X2.8	150	0	6,51	7,00	7,0	4,0	7,0
X2.9	150	0	6,60	7,00	7,0	4,0	7,0
X2.10	150	0	6,56	7,00	7,0	4,0	7,0
Average	150	0	6,42	6,70	6,8	4,1	7,0

In the Promotion variable (Table 9.), the average value of respondents is 6.42, which indicates that respondents agree with items related to promotions. The highest value (6.60) is found in the statement about the importance of training before promotion.

3. Motivation Variable (Y1)

Table 10. Description of Motivation Variables (Y1)

| | N | | Mean | Median | Mode | Min | Max |
	Valid	Missing					
Y1.1	150	0	6,37	6,00	7,0	4,0	7,0
Y1.2	150	0	6,49	7,00	7,0	4,0	7,0
Y1.3	150	0	6,57	7,00	7,0	4,0	7,0
Y1.4	150	0	6,49	7,00	7,0	4,0	7,0
Y1.5	150	0	6,23	7,00	7,0	1,0	7,0
Y1.6	150	0	6,31	6,00	7,0	4,0	7,0
Average	150	0	6,41	6,50	6,7	4,0	7,0

The Motivation variable (Table 10.) has an average of 6.41, which indicates that respondents generally agree with items related to work motivation. The highest value (6.57) is found in the statement about liking to work in a team, while the lowest value (6.23) is related to the tendency to direct others.

4. Performance Variable (Y2)

Table 11. Description of Employee Performance Variables (Y2)

| | N | | Mean | Median | Mode | Min | Max |
	Valid	Missing					

Y2.1	150	0	6,66	7,00	7,0	4,0	7,0
Y2.2	150	0	6,54	7,00	7,0	4,0	7,0
Y2.3	150	0	6,54	7,00	7,0	4,0	7,0
Y2.4	150	0	6,55	7,00	7,0	5,0	7,0
Y2.5	150	0	6,55	7,00	7,0	4,0	7,0
Y2.6	150	0	6,41	7,00	7,0	3,0	7,0
Y2.7	150	0	6,55	7,00	7,0	3,0	7,0
Y2.8	150	0	6,59	7,00	7,0	4,0	7,0
Y2.9	150	0	6,67	7,00	7,0	4,0	7,0
Average	150	0	6,57	6,75	6,8	4,8	7,0

In the Performance variable (Table 11.), the average respondent value is 6.57, which indicates that respondents agree with the statement related to performance. The highest value (6.67) is related to responsibility for work, while the lowest value (6.41) is related to punctuality in completing work.

Instrument Test
1. Validity Test

The validity test is used to ensure whether the questionnaire is able to measure the intended variables. Based on the results of the KMO and Bartlett's Test, all variables show a KMO value of > 0.5, meeting the sample adequacy requirements. In addition, the loading factor value for all indicators of the Mutation, Promotion, Motivation, and Performance variables is more than 0.4, which indicates that all indicators are valid and can be analyzed further.

Table 12. Validity Test of Variable Indicators

No	Variable	KMO Value	Condition	Caption	Indicator	Loading Factor Value	Condition	Caption
1	Mutation	0,872	>0,5	Sample Adequacy Value is met	X1.1	0,740	>0,4	Valid
					X1.2	0,702	>0,4	Valid
					X1.3	0,788	>0,4	Valid
					X1.4	0,721	>0,4	Valid
					X1.5	0,728	>0,4	Valid
					X1.6	0,734	>0,4	Valid
					X1.7	0,792	>0,4	Valid
					X1.8	0,737	>0,4	Valid
					X1.9	0,780	>0,4	Valid
					X1.10	0,832	>0,4	Valid
2	Promotion	0,915	>0,5	Sample Adequacy Value is met	X2.1	0,803	>0,4	Valid
					X2.2	0,727	>0,4	Valid
					X2.3	0,834	>0,4	Valid
					X2.4	0,876	>0,4	Valid
					X2.5	0,823	>0,4	Valid
					X2.6	0,840	>0,4	Valid
					X2.7	0,825	>0,4	Valid

No	Variable	KMO Value	Condition	Caption	Indicator	Loading Factor Value	Condition	Caption
					X2.8	0,755	>0,4	Valid
					X2.9	0,670	>0,4	Valid
					X2.10	0,600	>0,4	Valid
3	Motivation	0,791	>0,5	Sample Adequacy Value is met	Y1.1	0,776	>0,4	Valid
					Y1.2	0,642	>0,4	Valid
					Y1.3	0,654	>0,4	Valid
					Y1.4	0,547	>0,4	Valid
					Y1.5	0,663	>0,4	Valid
					Y1.6	0,764	>0,4	Valid
4	Performance	0,866	>0,5	Sample Adequacy Value is met	Y2.1	0,812	>0,4	Valid
					Y2.2	0,741	>0,4	Valid
					Y2.3	0,696	>0,4	Valid
					Y2.4	0,590	>0,4	Valid
					Y2.5	0,755	>0,4	Valid
					Y2.6	0,763	>0,4	Valid
					Y2.7	0,715	>0,4	Valid
					Y2.8	0,628	>0,4	Valid
					Y2.9	0,530	>0,4	Valid

All indicators in the variables studied have a loading factor value of > 0.4, indicating that the instrument used is valid for this study.

2. Reliability Test

The reliability test measures the extent to which the instrument can provide consistent results. Based on the Cronbach's Alpha value, all variables show a value of > 0.7, indicating that this research instrument is reliable.

Table 13. Reliability Test of Variable Indicators

No	Variable	Cronbach's Alpha	Standardization Value	Remarks
1	Mutation	0,906	0,7	Reliable
2	Promotion	0,926	0,7	Reliable
3	Motivation	0,750	0,7	Reliable
4	Performance	0,865	0,7	Reliable

Model Test

1. Determination Coefficient

The determination coefficient (Adjusted R Square) is used to measure how well the independent variables explain the variation of the dependent variable.

Mutation and Promotion on Motivation: Based on table 4.12, the Adjusted R^2 value is 0.454, which means that the Mutation and Promotion variables explain 45.4% of the variation in Motivation, while the remaining 54.6% is explained by other variables.

Mutation, Promotion, and Motivation on Performance: The Adjusted R^2 value is 0.350, which means that these three variables explain 35% of the variation in Performance, while the

remaining 65% is explained by other factors.
2. F Test

The F test is used to test the effect of independent variables together on the dependent variable.

Mutation and Promotion on Motivation: F value of 63.024 with a significance of 0.000 <0.05 indicates that Mutation and Promotion have a joint effect on Motivation.

Mutation, Promotion, and Motivation on Performance: F value of 27.711 with a significance of 0.000 <0.05 indicates that these three variables have a joint effect on Performance.

Multiple Regression Analysis

Multiple regression analysis is used to determine the effect of independent variables on dependent variables. Based on the regression results conducted with SPSS, the following are the findings of the regression model analysis:

Model 1: Mutation and Promotion on Motivation
From the regression results, the beta coefficient for Mutation is 0.181 with a significance of 0.001, which indicates that Mutation has a positive and significant effect on motivation. While the beta coefficient for Promotion is 0.359 with a significance of 0.000, which means that Promotion also has a positive and significant effect on motivation.

Model 2: Mutation, Promotion, and Motivation on Performance
The beta coefficient for Mutation on performance is 0.060 with a significance value of 0.359, which indicates that Mutation does not have a significant effect on performance. The beta coefficient for Promotion on performance is 0.072 with a significance of 0.485, which also indicates that Promotion does not have a significant effect on performance. However, the beta coefficient for Motivation on performance is 0.513 with a significance of 0.000, which means that Motivation has a positive and significant effect on performance.

t-test (Hypothesis)
The t-test shows that:
1. Mutation has a positive and significant effect on Motivation (Hypothesis 1 is accepted).
2. Promotion has a positive and significant effect on Motivation (Hypothesis 2 is accepted).
3. Mutation has no effect on Performance (Hypothesis 3 is rejected).
4. Promotion has no effect on Performance (Hypothesis 4 is rejected).
5. Motivation has a positive and significant effect on Performance (Hypothesis 5 is accepted).

Mediation Test

The mediation test is used to determine whether a variable mediates the relationship between the independent and dependent variables (Ghozali, 2018). The results of the Sobel test show that the Motivation variable (Y1) significantly mediates the relationship between Mutation (X1) and Performance (Y2) with a mediation value of 4.17 (significance 0.000030), and mediates the relationship between Promotion (X2) and Performance (Y2) with a mediation value of 4.7 (significance 0.000002). Thus, Motivation mediates both relationships.

Discussion

The Effect of Mutation on Motivation

The results of this study show that Mutation has a positive and significant effect on employee motivation at Bank Indonesia Head Office

These results indicate that Bank Indonesia employees have provisions and rules in terms of transferring and placing their employees according to their abilities and expertise. This is indicated by the conformity of organizational values and individual values so that employees are always satisfied in completing the work given by the organization.

The results of this study support the results of previous studies, namely Rumangkit & Maryati (2017) that Mutation has a positive and significant effect on work motivation.

The Effect of Promotion on Motivation

The results of this study show that Promotion has a positive and significant effect on employee motivation at Bank Indonesia Head Office.

These results indicate that Bank Indonesia Head Office employees agree that increasing Promotion can affect employee job satisfaction. This is because by increasing Promotion, employee job satisfaction will increase so that work results are optimal. Job Satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation (Hessel, 2005).

The results of this study support the results of previous research, namely Handoko & Rambe (2018) that compensation has a positive and significant effect on job satisfaction.

The Effect of Mutation on Employee Performance

The results of this study show that Mutation has a positive and significant effect on employee performance at the Bank Indonesia Head Office.

These results indicate that employees at the Bank Indonesia Head Office agree that the better the Mutation implemented by the organization on employee performance, the employee performance will increase significantly and can also increase employee confidence in completing their work.

The results of this study support the results of previous studies, namely Annur Intan Pramesti (2016) that Mutation has a positive and significant effect on employee performance.

The Effect of Promotion on Employee Performance

The results of this study show that Promotion has a positive and significant effect on employee performance at the Bank Indonesia Head Office.

These results indicate that employees at the Bank Indonesia Head Office agree that the effect of Promotion on employee performance is that employees will be more enthusiastic and confident in working when the Promotion they get is high and better. The better the Promotion given by the organization to employee performance, the employee performance will also increase.

The results of this study support the results of previous studies, namely Leonardo & Andreani (2015) that Promotion has a positive and significant effect on employee performance.

The Influence of Motivation on Employee Performance

The results of this study show that Motivation has a positive and significant effect on employee performance at Bank Indonesia Head Office.

These results indicate that the effect of job satisfaction at Bank Indonesia Head Office on employee performance is that employees always maximize the completion of work that is their

responsibility. The higher the Motivation given by the organization to employee performance, the employee performance will also increase significantly.

The results of this study support the results of previous research, namely Muhammad Arifin (2017) that Motivation has a positive and significant effect on employee performance.

Motivation Mediates the Effect of Mutation on Employee Performance

This study shows that motivation mediates the effect of mutation on employee performance. This means that to improve employee performance, Bank Indonesia needs to focus on increasing motivation first. This is in line with the opinion of Robbins & Judge (2024) who stated that motivation improves performance, and Maslow (1943) who stated that fulfilling needs can improve performance.

These results also support the research of Narko Hastopo and Suci Utami Wikaningtyas (2023), which shows that motivation acts as a mediator in the relationship between mutation and employee performance. Although mutation has a negative effect on performance, high motivation can reduce this negative impact. In addition, research by Amzar and Sahuri (2012) also emphasized that motivation plays an important role in improving employee work performance after mutation.

CONCLUSION

Based on the results of the analysis and hypothesis testing, it can be concluded that mutations have a positive and significant effect on motivation, as well as promotions. However, neither mutations nor promotions have a direct effect on employee performance. On the contrary, motivation is proven to have a positive and significant effect on performance, and acts as a mediating variable that strengthens the influence of mutations and promotions on employee performance at Bank Indonesia.

This study has several limitations. The study was only conducted within the scope of Bank Indonesia Headquarters in Jakarta, so the results cannot be generalized to all other institutions or branch offices. In addition, the variables analyzed were limited to mutations, promotions, and motivation, whereas other factors such as work discipline or leadership style also have the potential to influence employee performance.

Theoretically, the results of this study can be used as a reference for further studies that discuss the relationship between mutations, promotions, and motivation on performance. Meanwhile, managerially, these findings provide input for Bank Indonesia to focus more on increasing employee motivation, especially by providing appropriate work challenges and improving the promotion process to be more transparent, considering that promotions have proven to be the main factor influencing work motivation.

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