

THE EFFECT OF WORK MUTATION, MOTIVATION, AND WORK ENGAGEMENT ON SATISFACTION AND THEIR IMPACT ON STAFF PERFORMANCE IN THE ENVIRONMENT OF PT PLN (PERSERO) OF ACEH REGIONAL MAIN UNIT

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ABSTRACT

This research aims to test the work mutation, motivation, and work engagement effect on satisfaction and its impact on staff performance within PT PLN of Aceh Regional Main Unit (PLN UIW Aceh). The population was the employees of PLN UIW Aceh as many as 900 employees. The sample was 277 employees. Data were processed using the SEM-Amos. The result reveals motivation affects satisfaction, work engagement affects satisfaction, work mutation affects satisfaction, motivation does not affect staff performance, work engagement affects staff performance, work mutation affects staff performance, satisfaction affects staff performance, motivation affects staff performance thru satisfaction fully, work engagement affects staff performance thru satisfaction partially, and work mutation affects staff performance thru satisfaction partially. These findings explain that the model for improving staff performance at PLN UIW Aceh is a function of increasing motivation, strengthening work engagement, and the accuracy of work mutations as well as increasing satisfaction.

Keyword: Staff performance, Motivation, Work Engagement, Satisfaction, Work Mutation.

1. INTRODUCTION

PT PLN of Aceh Regional Main Unit (PLN UIW Aceh) is one of the service units of PT PLN (State Electricity Company) which provides electricity supply service in the western tip of Indonesia, especially in Aceh Province. In carrying out electrical service duties, each employee must provide high dedication and obey the applicable SOP (Standard Operation Procedure) so that electricity services can run well. It is undeniable, today's electricity needs are one of the primary needs in our lives. Many activities of our lives depend on the continuity of the supply of electricity services. So that PLN UIW Aceh employees are expected to always be enthusiastic and reliable in providing electricity services in Aceh.

The performance of PLN UIW Aceh in recent years has shown inconsistent figures. Performance PLN UIW Aceh the 2016-2021 period experienced fluctuations whereas in 2021 performance decreased by -3.42 percent from 2020. One of the factors that can measure organizational success is human resources. Because organizational performance is inseparable from the performance of its employees/staff. Because of the total number of employees of PLN UIW Aceh, 70% of them still receive a performance appraisal under the Optimal category, and the rest are already above the Optimal category (data source: Recap of assessment of PLN UIW Aceh, 2021). The achievement of organizational goals does not only depend on technology but also depends more on the people who carry out their work. Employees who are satisfied with their

situation in the organization will contribute more. So with a sense of satisfaction with their work, employees will have a sense of attachment to the company, so staff performance will be optimal.

Employee work mutation decisions will also affect employee satisfaction because employees who are satisfied with their work environment if they are transferred to a new workplace will require adaptation and will affect employee satisfaction and performance. So that in the discussion of employee work transfers, as well as considering the continuity of electricity services in all areas of the PLN UIW Aceh service area as well as factors for equitable distribution of workforce formation in all areas of PLN UIW Aceh. (Robbins & Judge, 2017) and (Bailey & Kurland, 2002) argued that staff performance is closely related to goals or as a result of individual work behavior, the expected results can be demands from the individual himself. The pre-survey with 40 respondents on the variable of the rate of work mutation provides a mean of 3.25. The average value < 3.41 indicates that the employee's performance is still not good or in other words not optimal.

Satisfaction is one of the factors that must be considered by a company. Employee turnover in a company often occurs, due to job dissatisfaction (Tnay, Othman, Siong, & Lim, 2013). Employees feel dissatisfied with the profession or company where the employee works, then the decision to move or work mutation is a choice taken (Utami & Bonussyeani, 2009). The employee's desire to move is a subjective possibility in which an individual will change his job description within a certain period and is the basic pioneer of actual employee turnover (Staffelbach in Irvianti & Verina, 2015). The research of (Saeed, Waseem, Sikander, & Rizwan, 2014) states that the greater difference between the expected benefits and the actual benefits (Satisfaction) will result in higher staff performance. In obtaining quality human resources, companies must also maintain them. Keeping employees afloat and not moving also makes the company save costs in terms of recruiting new employees due to the relocation of old employees. With a high level of satisfaction at work of course they will work with enthusiasm and earnestness so that organizational goals can be achieved properly, as explained in (Zulfikar, Amri, & Putra, 2020). Thus it can be said that satisfaction is a measure of feelings that arise from within the worker after comparing the work achieved. Based on the results of the pre-survey with 40 respondents on the Satisfaction variable, an average value of 3.36 was obtained with the unfavorable category ($3.36 < 3.41$) which means that there are still many employees who feel dissatisfied with the company.

A factor that affects staff performance and satisfaction is work motivation. Motivating employees can indirectly improve staff performance. The motivation given by the company can be in the form of employee needs that are adjusted to Maslow's five needs. The fulfillment of employee needs which can start with physiological needs to the needs of self-actualization of employees can reduce the intention to leave the employee. In contrast, if the basic needs of employees in the company are not met, the employee will start thinking about being able to meet his basic needs in other work units and even in other companies. The pre-survey with 40 respondents on the work motivation variable provides an average of 3.34 was obtained in the unfavorable category ($3.34 < 3.41$) which means that there are still many employees who have low motivation.

The next factor that affects staff performance and satisfaction is work engagement. Employees who have an engagement will be motivated to give their best effort (Marciano, 2010). Companies need to regard employees as assets, not burdens and aim to create and maintain a

skilled workforce that is highly committed to achieving competitive advantage. The effect of work engagement on staff performance is very important because the sense of engagement that employees build with the company where they work is important. Work engagement is a construct that touches almost all problems in human resource management. This construct is a variable that has a predictive effect on the two-way relationship between employees and the company in terms of measuring their performance. The research by (Alfian, Adam, & Ibrahim, 2017) prove that work engagement influences increasing staff performance. The pre-survey with 40 respondents on the work engagement variable provides the average value was 3.22 with a poor category ($3.22 < 3.41$) which means that there are still many employees who have low engagement to work.

A common issue that hinders satisfaction and performance at PLN UIW Aceh and most other companies is in the placement and transfer of work (work mutation). Work placement refers to the principle of placing the right people in the right places in an organization will be filled by people who work according to their respective specializations or expertise so that the spirit and performance of employees can be achieved to the maximum, even employees become more creative and capable. create something useful for the development of the company (Rondo, Koleangan, & Tawas, 2018). On the other hand, inappropriate or incorrect placement of employees will be an inhibiting factor for the movement of an organization that will cause various problems, such as a lack of enthusiasm for employees at work, decreased work mentality, and neglected or neglected work. Work placement is closely related to work mutation. A factor that affects staff performance and satisfaction is work mutation. Work mutation includes activities to transfer workers, transfer responsibilities, transfer employment status, and the like. Research conducted by (Rahmadi, 2012) found that there was a significant and partial effect between the work mutation variables on employee satisfaction. The pre-survey with 40 respondents on the employee work mutation variable provides the average value was 3.19 with the unfavorable category ($3.19 < 3.41$) which means that there are still many employees who feel dissatisfied with the current work mutation.

In achieving company goals, employees are one of the company's main resources. So the company's performance is also influenced by the performance of its employees. Employees of PLN UIW Aceh are placed in all service areas of PLN UIW Aceh in Aceh province. Employees, apart from being a company resource, are still beings who have feelings. So the company must continue to pay attention to the factors that motivate employees so that employee productivity remains high.

2. LITERATURE

Staff performance

According to (Siagian, 2014), staff performance is the overall ability of a person to work in such a way as to achieve work goals optimally and various goals have been created with smaller sacrifices compared to the results achieved. Meanwhile, according to (Timpe, 2012), staff performance is mentioned as the level of achievement of a person or employee in an organization or company that can increase productivity. Mas'ud said in (Wibowo, 2017) that staff performance refers to a person's achievements as measured by the standards and criteria set by the company. Management to achieve human resource performance is intended to improve the company as a whole. (Sulistiyan, Widiana, & Sutopo, 2017) indicate that affects staff performance, namely: Quantity, Quality, Reliability, and Initiative. In this article, staff performance will often be referred

to/written as performance only.

Satisfaction

Satisfaction is always associated with staff performance. This means that to improve staff performance, the organization must be able to fulfill and increase employee satisfaction. According to Terry in (Simanjuntak, 2020) states that satisfaction is a set of positive work behaviors rooted in a strong awareness and strong belief, and accompanied by a total commitment to an integrated work paradigm. The term paradigm here refers to the main concept of work itself which includes the underlying idealism, the governing principles, the values that drive, the attitudes that are born, and the standards to be achieved, including the main character, basic thoughts, and code of conduct. ethics, moral code, and code of conduct for its adherents.

In the research of (Fitri, Deri, Amar, & Abror, 2018), the indicators used to measure satisfaction include:

- a. The work itself / Work itself: Every job requires a certain skill following their respective fields. The difficulty of work and one's feelings, will increase or decrease Satisfaction
- b. Responsibility / Responsibility: Responsibility is a person's obligation to carry out the assigned functions as well as possible following the direction received. Responsibility is not only for a good job but also responsibility in the form of trust given to a person who has potential.
- c. Supervision / Supervision: Effective supervision will help increase worker productivity through good work management, providing concrete instructions according to work standards, and adequate supplying equipment and other supports.
- d. Company policy / Company Policy: company policy and administration is the level of conformity felt by the workforce to all applicable policies and regulations within the company.

Motivation

Motivation according to (Soetrisno, 2016) is a factor that encourages someone to do something in certain activities, therefore motivation is often interpreted as a factor driving a person's behavior. Every activity carried out by a person must have a factor that drives the activity. The driving factor of a person doing a certain activity, in general, is the needs and desires of the person. One person's needs and wants are different from the needs and desires of others. According to the Theory of Alderfer in (Mayvita, Astuti, & Ruhana, 2017), suggests that there are three hierarchies in core needs, namely existence, relatedness, and growth. The three hierarchies in the core needs can be described as follows:

1. Existence Need

The first need is the need for existence. The measurement indicators of the need for existence are as follows.

- a. Wages
 - b. Work atmosphere
 - c. Work equipment
 - d. Job security
 - e. Work safety
2. Relationship Needs

The second need is the need for connection. The measurement indicators of related needs are as follows.

- a. Communication effectiveness
 - b. Good cooperation
 - c. Feeling appreciated
3. Growth Needs

The third need is the need for growth. The measurement indicators of growth needs are as follows.

- a. Soft skills training
- b. Hard skills training
- c. Freedom of opinion
- d. Award

Work Engagement

Work Engagement according to (Albrecht, 2010) is an illusory power (commitment to the organization, pride in work, exertion of time and energy, passion and interest) that motivates employees to perform higher. (Xanthopoulou, Bakker, & Ilies, 2012) state that work engagement is a positive, fulfilled, work-related experience that includes three complementary dimensions, namely vigor, dedication, and absorption.

According to Federman (2009), work engagement is the degree to which an employee can commit to an organization and the outcome of that commitment is determined by how they work and the length of time they work. Furthermore, according to Gallup (2010), engaged employees will work with passion and feel a deep connection with the company where they work, they encourage innovation and encourage company progress.

According to (Schaufeli, Bakker, & Salanova, 2006), indicators of work engagement are as follows:

1. Passion for work
2. Not easily give up
3. Proud when doing a complete job
4. Pouring my heart and soul into one job
5. Feeling attached to work
6. Focus at work

In this article, work engagement will often be referred to/written as engagement only.

Work mutation

Mutation of work is the activity of moving workers from one place of work to another. However, work mutations are not always the same as transfers. The transfer is only limited to transferring workers from one place to another. According to (Nitisemito, 2015) the notion of work mutation is the activity of the company's leadership to move employees from one job to another that is considered equal or equal. Furthermore, (Hasibuan, 2016) stated that work mutation is a change in position/position/place/work that is carried out both horizontally and vertically within one organization. Meanwhile, according to (Sastrohadiwiryo & Syuhada, 2015) and (Nasution, 1994) reveals work mutation is an activity to move employees from units/sections that are overpowered to units/sections that are understaffed or in need.

Indicators in job transfers are as follows: (Hasibuan, 2016)

1. To fulfill the wishes of the employee concerned;
2. To meet the shortage of personnel in other units/sections;
3. To place employees according to their skills, abilities, and fields.
4. To increase trust and recognition of the abilities and skills of employees to occupy higher positions.

Hypothesis

From the theories and facts above, the authors determined the hypothesis for this research.

H1 : motivation affects satisfaction,

H2 : engagement affects satisfaction,

H3 : work mutation affects satisfaction,

H4 : motivation affects staff performance,

H5 : engagement affects staff performance,

H6 : work mutation affects staff performance,

H7 : satisfaction affects staff performance,

H8 : motivation affects staff performance thru satisfaction,

H10 : engagement affects staff performance thru satisfaction,

H11 : work mutation affects staff performance thru satisfaction

3. METHOD

The population was all employees who are members of PLN UIW Aceh. The population was employees of PLN UIW Aceh as many as 900 employees (June 2021). The sample was 277 employees. The number of samples has met the requirements with a minimum number of samples for Structural Equation Modeling (SEM) analysis which uses the formula 5 times the number of indicator variables, totaling 30 indicators used (Ferdinand, 2002) which amounts to 150 samples. The data required/collected for analysis includes primary data and secondary data. Data were processed using Structural Equation Modeling (SEM) thru AMOS (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). The testing process consists of a measurement model test, namely confirmatory factor analysis (CFA), and then a structural model test. (F. Hair Jr et al., 2014).

4. RESULTS

Hypothesis test

After all the assumptions can be met thru the measurement model, then the model was tested thru structural model as the Figure 1 below.

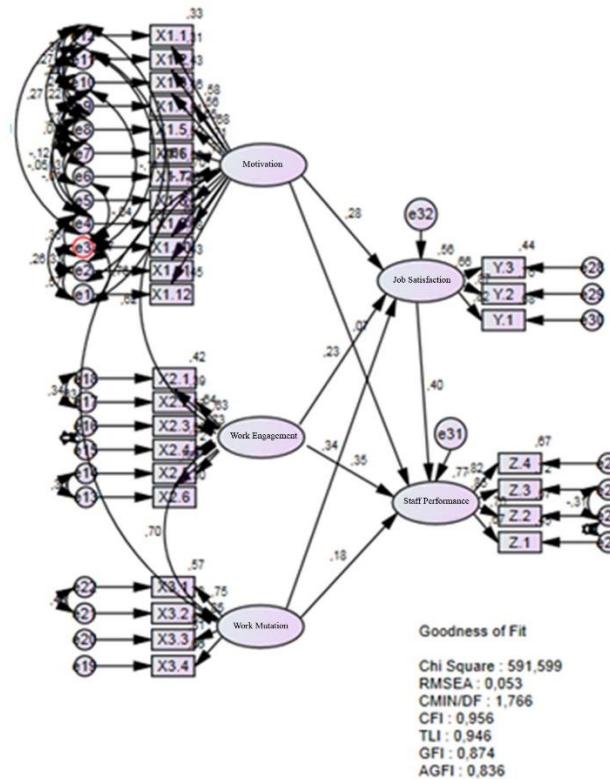


Figure 1. Structural Model

The result provides the Critical Ratio (CR), and Significance value as shown below.

Table 1. Regression Weight

			Estimate	SE	CR	P
Satisfaction	<---	Motivation	0.251	0.072	3,481	0.000
Satisfaction	<---	Work_Egangement	0.215	0.090	2,401	0.016
Satisfaction	<---	Work_Mutation	0.270	0.074	3,644	0.000
Performance_Staff	<---	Motivation	0.069	0.066	1.033	0.302
Performance_Staff	<---	Work_Engagement	0.364	0.092	3,957	0.000
Performance_Staff	<---	Work_Mutation	0.162	0.071	2,286	0.022
Performance_Staff	<---	Satisfaction	0.453	0.091	4,994	0.000

Source: Primary Data Processed, (2022)

Motivation on Satisfaction (H1)

Testing the Motivation on Satisfaction produces CR 3.481 > cut off value of the critical

ratio T table 5% of 1.96. This means motivation affects increasing satisfaction. The coefficient is 0.251 or 25.1% which explains the better motivation the higher satisfaction. So it is proven one of the factors that influence employee satisfaction is motivation. Everyone in carrying out a certain action must be driven by a certain motive. Motivation usually arises because of unmet needs, goals to be achieved, or desired expectations. Each individual has their motivation which may be different.

Engagement on Satisfaction (H2)

Testing the engagement on satisfaction produces CR 2.401 > critical ratio table T 5% of 1.96. This explains that engagement affects increasing satisfaction. The coefficient is 0.215 or 21.5% which means the higher the level of engagement will increase satisfaction. Engagement is a multidimensional notion of emotional, cognitive, or physical. Engagement occurs when a person is consciously alert and emotionally connected to another person. When employees are engaged, employees have an awareness of the purpose of their role to provide services so that employees will give their best. Satisfaction is an important thing that must be instilled in every employee. This is because engaged employees will have a high attachment to the company.

Work mutation on Satisfaction (H3)

Testing the Work mutation on satisfaction produces CR 3.644 > critical ratio table T 5% of 1.96. This concludes work mutation affects increasing satisfaction. The coefficient is 0.270 or 27.0%, which means the higher the level of work mutation will increase satisfaction. An individual who can recognize his expertise and skills will find it easier to carry out all his duties and work better than other individuals who are less able to recognize his expertise. On this basis, an individual will feel satisfaction at work. Employee satisfaction is influenced by several factors, one of the factors that can affect morale in employee satisfaction is a job transfer

Motivation on Staff Performance (H4)

Testing the motivation on staff performance produces CR 1.033, which is below the cut-off value critical ratio table T 5% of 1.96. This means motivation does not affect staff performance. Because the researchers found that there are employees whose motivation is not only because of rewards or income, because there are employees who expect to be structural (or can serve) and also have a retirement age of 56 years. Because it was found that at PT PLN (Persero) UIW Aceh there were still groups of employees who when the research was conducted on the rules could not serve and also had a retirement age of 46 years. This follows the research of (Adha, Qomariah, & Hafidzi, 2019) which also found that motivation did not affect the staff performance, due to the factor of respondents who already felt they were already employees and also received a salary every month. (Luhur, 2014) also found that motivation did not affect staff performance, because staff performance appraisals depended on superior leadership. In the research of (Widjaja & Ginanjar, 2022), they found that motivation did not affect the staff performance of employees at the Department of Industry and Trade of West Bandung Regency because respondents felt they were already civil servants.

Engagement on Staff performance (H5)

Testing the engagement on staff performance produces CR 3.957 > critical ratio table T 5%

of 1.96. This explains engagement influences staff performance because the significance value obtained is <0.05 . Staff performance in one of the concepts is explained as individual actions or behaviors that are relevant to organizational goals. The research by (Alfian et al., 2017) show that engagement affects staff performance. In (Rinaldy, Nasir, & Faisal, 2020) also showed the same results, namely engagement affects staff performance.

Work mutation on Staff performance (H6)

Testing the Work mutation Staff performance produces CR 2.286 $>$ critical ratio table T 5% of 1.96. This figures that work mutation influences staff performance because the significance value obtained is <0.05 . Work mutations serve to provide new experiences, expand employee knowledge and skills, avoid burnout, fill existing vacancies, and increase employee motivation, according to Siagian's statement in (Dewi & Darma, 2017). Employee mutation has enormous benefits both for the organization and for the employees themselves. Problems related to work such as adaptation to new environment and responsibilities. Meanwhile, problems that are not related to work but affect staff performance, for example, are decisions about family, the new place of residence, social and emotional stress, and so on.

Satisfaction on Staff performance (H7)

Testing the satisfaction on staff performance produces CR 4.494 $>$ critical ratio table T 5% of 1.96. This means satisfaction affects staff performance. The coefficient is 0.453 or 45.3%. This figures the higher satisfaction the better staff performance. The main factor that must be improved is satisfaction. When employees feel satisfied at work, this will increase their staff performance. This result is following (Ramzi, Ibrahim, Sakir, & Yunus, 2021). This fits also the research of (Arifin, 2017) which suggests that there is a positive and significant influence between the Satisfaction variable on staff performance where the higher the satisfaction level, the higher the staff performance.

Motivation on Staff performance through Satisfaction (H8)

Sobel test on H8 provides the result of 2.855 and is significant (0.004). So satisfaction is as a mediator in motivation on staff performance. And because the motivation does not affect staff performance, so the role of satisfaction in the motivation effect on staff performance is as a full mediator. Full mediator means the motivation can affect staff performance directly only.

Table 2. Sobel Test on H8

Input:		Test statistic:	Std. Error:	p-value:
a	0.251	Sobel test: 2.8553036	0.03981852	0.0042965
b	0.453	Aroian test: 2.81764052	0.04035398	0.00483779
s _a	0.072	Goodman test: 2.89499105	0.03927577	0.00379169
s _b	0.091	Reset all	Calculate	

Satisfaction mediates motivation effect on staff performance. Staff performance can also be influenced through an indirect relationship with satisfaction as mediation and work motivation as predictor (Murti & Srimulyani, 2013). Employee satisfaction also improves the quality of

human resources within the company to create a competitive advantage for the company (Lee, Nam, Park, & Lee, 2006). Through motivated employees, companies can more easily achieve their goals because employees will voluntarily work with the maximum level of effort, even without supervision from superiors. Motivation itself is defined as a mover or drive in humans that can cause, direct, and organize behavior (Darmawan & Adhim, 2013).

Engagement on Staff performance through Satisfaction (H9)

The Sobel test on H9 provides a result of 2.153 and is significant (0.031). So satisfaction acts as a mediator between engagement and staff performance. And because engagement affects staff performance, then the role of satisfaction in mediating the engagement effect on staff performance is as a partial mediator. Partial mediator means that the engagement can also affect staff performance indirectly thru satisfaction, besides directly without satisfaction.

Table 3. Sobel Test on H9

Input:		Test statistic:	Std. Error:	p-value:
a	0.215	Sobel test: 2.15373321	0.04522148	0.0312611
b	0.453	Aroian test: 2.11925745	0.04595713	0.03406872
s _a	0.090	Goodman test: 2.18994816	0.04447366	0.028528
s _b	0.091	Reset all	Calculate	

Thus, satisfaction acts as a variable that mediates between engagement and staff performance. Previous studies related to engagement research have proven that there is a significant relationship in engagement effect and staff performance (Khan & Jalees, 2017). Employees who are engaged in a company will maximize productivity (Schaufeli et al., 2006). Staff performance itself is very much needed in a company, including companies in the service sector, namely hotels that require direct interaction between employees and customers (Mangkunegara, 2013). Engagement can not only affect staff performance but also affect satisfaction. The relationship between engagement and satisfaction has also been proven by (Maylet & Riboldi, 2008) who explain that engagement can lead to satisfaction. (Zikouridis, 2015) has proven that engagement is positively related to satisfaction. (Kim-Soon & Manikayasagam, 2015) in his research also proves that "engagement affects satisfaction".

Work mutation on Staff performance through Satisfaction (H10)

The Sobel test on H10 provides the result of 2,942 and is significant (0.003). So satisfaction mediates the work mutation effect on staff performance. And because the work mutation affects staff performance, then the role of satisfaction in the work mutation effect on staff performance is as a partial mediator. Partial mediator means the work mutation can affect staff performance indirectly thru satisfaction, besides directly without satisfaction.

Table 4. Sobel Test on H10

	Input:		Test statistic:	Std. Error:	p-value:
a	0.270	Sobel test:	2.94282427	0.04156211	0.00325233
b	0.453	Aroian test:	2.90494201	0.04210411	0.00367321
s _a	0.074	Goodman test:	2.98222829	0.04101296	0.00286159
s _b	0.091	Reset all	Calculate		

Some of the factors that can cause a decrease in staff performance include decreasing employee satisfaction, namely, employees feeling the need for a change of work location to increase creativity and also a new work environment. According to (Setioningtyas & Dyatmika, 2020), the factor that affects staff performance is work mutations. Work mutation is a form of human resource development to achieve optimal company goals. Furthermore, job transfers are also carried out to overcome the problem of boredom that employees often experience when working continuously. This means that work mutations are carried out so that employees do not experience a decrease in morale which can result in decreased staff performance or effectiveness in completing work.

5.CONCLUSION

The result concludes motivation affects satisfaction, engagement affects satisfaction, work mutation affects satisfaction, motivation does not affect staff performance, engagement affects staff performance, work mutation affects staff performance, satisfaction affects staff performance, motivation affects staff performance thru satisfaction fully, engagement affects staff performance thru satisfaction partially, and work mutation affects staff performance thru satisfaction partially. These findings explain that the model for improving staff performance at PLN UIW Aceh is a function of increasing motivation, strengthening engagement, and the accuracy of work mutations as well as increasing satisfaction. This model can be a basis for academics and researchers in developing future theories, and also for practitioners, especially PLN UIW Aceh in developing their policies.

Regarding the survey results, the authors also found that motivation does not directly affect employee performance, because there are employees who are motivated not only by rewards or income but there are employees who hope to occupy structural/managerial positions and have a retirement age of 56 years. many years. There are still groups of employees who cannot occupy these positions in accordance with applicable regulations, and have a retirement age of 46 years. Future researchers might also be able to involve career management variable in this tested model, thus leading to how career path development is implemented within the scope of the related company and its relationship with other variables in the model.

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Essential Components-of-Employee-Engagemen

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