The Effect of Job Promotion and Mutation on Performance of Universitas Hasanuddin Civil Servant through Job Satisfaction.

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Abstrak
This study aims to analyze the effect of position and mutation on the performance of Hasanuddin University civil servants mediated by job satisfaction. This study uses a non probability sampling technique, so that all populations are sampled as many as 81 civil servant respondents within the Faculty of Engineering, Hasanuddin University. The research data was obtained from a questionnaire (primary), literature study and direct interviews with relevant parties according to the purpose of the study. The analysis technique uses multiple regression analysis consisting of structural models, measurement models and the sobel method. The results showed that, promotion had a positive and significant effect on job satisfaction showed, mutation had a positive and significant effect on job satisfaction indicating, job satisfaction had a positive and significant effect on performance, promotion had no positive and significant effect on performance, promotion had an effect on performance if mediated by job satisfaction variables, mutations have a positive and significant effect on performance mediated by job satisfaction.

Keywords: Job Promotion, Mutation, Job Satisfaction, Performance

INTRODUCTION
The Faculty of Engineering (FT) is one of the faculties at Hasanuddin University (UNHAS) Makassar, established in 1960. Along with its development, the Faculty of Engineering in 2012 had its own campus in Gowa Regency with an area of ± twenty hectares and has a number of students as many as ± 5000 people in 2019. The Faculty of Engineering has thirteen Bachelor Departments, six Masters Study Programs, five Doctoral Study Programs and one Professional Engineer Education Study Program (PPI). With the existence of a separate campus from the main campus and the large number of students naturally requires reliable and tough human resources in managing the organization.

Human resources (HR) that are reliable and resilient are very vital organizational assets, therefore their roles and functions cannot be replaced by other resources. At present, the existence of human resources with changing environmental conditions must be able to adapt to the development of technology and information. Because human resources do all aspects of activities in the organization, namely financial aspects, operational aspects, aspects of production, aspects of human resource management, and marketing aspects. Therefore the organization must pay attention to the human resources in the organization, because without good human resources all activities cannot run well (Muda, 2017).

As one of the main elements that exist in an organization (private and public), human resources need a good management system so that organizational performance can run optimally. By having an organized HR management, organizational targets are more easily achieved. HR management is a series of functions and processes from planning to promotion.
and retirement. Job promotions and employee transfers are a way of developing human resources.

The implementation of the promotion is the authority of the Hasanuddin University Staffing Authority official based on the need or position vacancy due to retirement or transfer of employees. The basis for implementing promotions and employee transfers by Hasanuddin University staff development officers is Law of the Republic of Indonesia Number 5 of 2014 dated January 15, 2014 and Government Regulation Number 11 of 2017 concerning ASN Management. The faculty staff section will propose that employees who have met the requirements to be promoted to higher positions by taking part in auctions at the university level. However, there is a phenomenon that occurs that some of the employees who will be proposed refuse to take part in the auction even though they meet the requirements. This rejection can be caused by several factors, including factors in education, leadership evaluation, closeness to leadership factors, as well as occupational needs factors that are appropriate (Syaputra, 2019).

Job promotion is one way to pay attention to human resources in an organization. Every employee has a desire to always be better, occupy a higher position, get a higher salary or salary and so forth. Job promotion is one thing that every employee. Because with the promotion of position, employees get the things they want.

With the promotion target, employees will feel valued, cared for, needed and recognized by their organization's work ability so that they will produce high outputs and will increase loyalty to the organization. Therefore, leaders must realize the importance of promotion in increasing productivity which must be considered objectively. If the leader has realized and considered, then the organization will avoid problems that hinder increased productivity and can be detrimental to the organization such as: employee dissatisfaction, complaints, lack of morale, decreased work discipline, high absenteeism or even strike problems work.

Job promotion is an effort made by the organization to provide opportunities for employees who have good work performance and are generally based on factors seniority (experience / length of work) to occupy a position higher than the position previously occupied and have more authority and responsibility big. In terms of organizational interests, with the promotion of organizational positions, it is certainly hoped that employees will be able to bring out their best abilities which may have been constrained so far because in the previous position the authority of the employee was still minimal. In addition, promotion is also able to provide opportunities for employees to develop and add new experiences in the work environment of the organization (Bastian, et al, 2016).

The issue of promotion is inseparable from the attention of the leaders or superiors. A leader can give awards to employees for work performance that has been done well with promotion. Position is the responsibility of each employee to carry out their work duties. Every employee has the same opportunity to be promoted in certain positions which of course has requirements that must be met if you want to be promoted. In addition to the promotion of position, an increase in employee performance can also be done by implementing mutations. Mutations are carried out because of the needs of the organization, where new places / units require potential workers, or the assistance of new workers, who control a field. Mutations for reasons like this certainly have a positive value for the running of the organization, the placement of employees in accordance with their expertise (Masram and Mu'ah, 2015).

Mutations are indeed unique events within the civil servant. Employees who feel comfortable with their previous position and work environment, mutation is a torture. But for some civil servants, mutation is a blessing. The reason could be due to bored with the work atmosphere and ambition to get a new challenge or a new position. Movements include activities of transferring labor, transferring responsibilities, transferring employment status, and the like (Hasibuan, 2011).
Mutations in the Faculty of Engineering are carried out by the faculty staff if a vacancy occurs due to employees being promoted to a higher position, retired employees, and for employee coaching. In addition, the implementation of the mutation is carried out because of the employee's proposal to be transferred because it avoids boredom in the workplace and in the context of employee coaching due to employee negative behavior due to the low level of employee discipline.

Basically, mutation is a function of employee development, because the main goal is to improve work efficiency and effectiveness in the organization concerned. With the promotion of position and transfer, job satisfaction of employees can have a positive impact. Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects someone's feelings about their work, which usually does not appear in a positive attitude towards employees towards work and everything that is encountered in their work environment (Hasibuan, 2011).

Job satisfaction is basically a feeling of security (security feeling) and has aspects: socio-economic aspects (salary and social security), psychological aspects, namely the opportunity to advance, the opportunity to get rewards, associated with supervisory issues, associated with fellow employees and employees with superiors. When employees experience role conflict at work, employees will have a tendency to not be satisfied with their work.

According to Robins (1999), job satisfaction is identified with things that are individual. Therefore, the level of satisfaction of each person is different and what happens if several factors are met, namely individual needs and their relationship with the degree of employee's likes and dislikes. The more aspects of his work that are in accordance with the desires and value systems adopted by individuals, the higher the level of satisfaction obtained. Vice versa, the more aspects in his work that are not in accordance with the wishes and value systems adopted by individuals, the lower the level of satisfaction obtained. Job satisfaction is a pleasant emotional state with how workers perceive their work. Job satisfaction reflects a person's feelings for his work that can be seen from the attitude of employees. Job satisfaction has an important meaning for employee self-actualization. Employees who do not get job satisfaction will not work well so that employee performance is not optimal.

The discussion of employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all of his expectations can be fulfilled in carrying out his work duties. According to Nimalathasan (2009) Employee job satisfaction is related to employee expectations of superiors, coworkers, and the work itself. If in the work environment, employees do not get what is expected such as fair promotion opportunities, good income, coworkers, and pleasant bosses, as well as satisfaction with the work itself, then employee performance will be bad. Dissatisfaction can lead to withdrawal behavior or aggressive behavior, intentional mistakes, strikes and so on, these conditions can of course affect the decline in employee performance and ultimately will reduce organizational performance.

Support in improving organizational performance by educational staff in the Faculty of Engineering can be demonstrated by improving performance. Performance has a very big influence for the achievement of an organization's goals. Organizational goals can be in the form of improving customer service, improving the quality of products or services, increasing competitiveness and improving organizational performance.

The achievement of organizational goals is only possible by encouraging employees to perform well. In this case there is a close relationship between individual performance with the performance of the institution or company performance. If the employee performs well, then the organization's performance is also good. An employee's performance will be good if the employee has the expertise, is willing to work because he / she is paid according to the agreement, has a better future hope. Regarding salary and expectations are things that create
motivation employees are willing to carry out work activities with good performance (Sedarmayanti, 2019).

According to Keban (2004) performance can provide a picture of how far the organization achieves results when compared with achieving the goals and targets that have been set. According Sedarmayanti (2011) performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and measurably (compared to predetermined standards).

The purpose of organizations conducting performance appraisals is one of them is to find out information in employee promotion activities and salary determination, besides that performance appraisals provide opportunities for leaders and staff to review work-related behavior. This allows both parties to develop a plan to correct deficiencies and push towards organizational improvement (Sedarmayanti, 2019). Some research results in universities, government and non-government organizations about the effect of job promotion, mutation, and job satisfaction on employee performance, shows a positive effect. Habib (2012) conducted a study on the Relationship between Work Motivation and Training with the Performance of STKIP Teaching Staff Gunung Leuser Kutacane Naggroe Aceh Darussalam. The results showed that there was a positive relationship between work motivation and the performance of teaching staff.

Fatmawati (2012) conducted a study on the Effect of Organizational Culture and Work Rotation on Work Motivation and Its Implications on the Performance of IAIN Ar-Raniry Employees in Banda Aceh. The results showed that organizational culture, job rotation, work motivation are interrelated in order to improve employee performance at IAIN Ar-Raniry Banda Aceh.

Astuti's research (2015) to determine the effect of remuneration, job satisfaction, achievement motivation, and organizational culture on performance at IAIN Surakarta, shows that remuneration, job satisfaction, achievement motivation, and organizational culture have a significant positive contribution to employee performance.

Research by Muliadi et al (2018) on the effect of competence and job satisfaction on the performance of employees of the East Kolaka District Financial Agency shows that competency and job satisfaction simultaneously have a positive and significant effect on employee performance and competency and job satisfaction partially have a positive and significant effect on performance employee.

Syahputra's research (2019) about the effect of education and training, job promotion and job satisfaction on employee performance in the BKPSDM Office District. Aceh Taming shows that the implementation of education and training, job promotion and job satisfaction has a positive effect on employee.

Hasibuan's research (2018) on the analysis of the effect of mutations, promotion of position on the performance of the employees of the directors of PT Perkebunan Nusantara II's directors mediated by Job Satisfaction shows that mutations affect job satisfaction of lead employees and are the dominant variable that affects job satisfaction of lead employees, promotions influence work satisfaction Lead employees and job satisfaction affect the performance of office leadership employees.

LITERATURE REVIEW

JOB PROMOTION

Promotion of position according to Ardana, et al (2012) is a process of change from one job to another, in a hierarchy of authority and responsibilities that is higher than the authority and responsibilities that have been imposed on employees themselves in the previous time. Flippo in Priyono and Marnis (2008), explained that promotion is the transfer from one position
to another which has a higher status and responsibility. Priyono and Marnis (2008), aside from being based on seniority and skills, promotion can be carried out on the grounds that promoted employees meet the following requirements: Honest, disciplined, good work performance, good cooperation, good work skills, loyal to the organization, good leadership attitude, communicative, adequate education level.

MUTATION
Hasibuan (2008) states that mutation is a change in position / position / place / work carried out both horizontally and vertically within an organization. Basically, mutations are included in the employee development function, because the aim is to improve work efficiency and effectiveness in the organization. According to Hasibuan (2011), mutations are carried out by taking into account indicators: experience, knowledge, needs, skills.

JOB SATISFACTION
Gibson (2000) states job satisfaction is an attitude that workers have about their work. That is the result of their perception of work. Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. Someone can be relatively satisfied with one aspect of the work and not satisfied with one or more other aspects. Job satisfaction is a (positive) attitude towards the workforce, arising from an assessment of the work situation. The assessment can be done on one of the work, the assessment is done as a sense of respect in achieving one of the important values in the work. Factors commonly used to measure employee job satisfaction according to Robbin (2009), namely: Work itself, Salary / Pay, Promotion, Supervision, Work colleagues.

PERFORMANCE
Armstrong and Baron cited by Fahmi (2011) said that performance is the result of work that has a strong relationship with the strategic objectives of the organization, the goal of customer satisfaction and economic contribution. There are six indicators to measure employee performance individually, namely (Robbins, 2009): Quality, quantity, timeliness, effectiveness, independence

CONCEPTUAL FRAMEWORK

![Figure 1. Conceptual Framework](image-url)
Note:
X1 = Job Promotion
X2 = Mutation
Y1 = Job Satisfaction
Y2 = Performance
H1 = Job Promotion has positive and significant on Job Satisfaction
H2 = Mutation has positive and significant on Job Satisfaction
H3 = Job Satisfaction has positive and significant on Performance
H4 = Job Promotion and Mutation has positive and significant on Performance through job satisfaction
H5 = Path Analysis of the effect of mutations on performance is mediated by job satisfaction.

RESEARCH METHOD
Research sites
The research location is in the Faculty of Engineering, Hasanuddin University, located at Jalan Poros Malino, Gowa Regency. The respondents in this study were civil servants at the Faculty of Engineering, Hasanuddin University. The research will be conducted for two months starting from March to April 2020.

Population and Sample
According to Sugiyono (2011) population is a generalization area consisting of objects and subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. The population of this study was all educational staff of the civil servant (ASN) at the Faculty of Engineering, Hasanuddin University as many as 81 people. The sampling technique used was non probability sampling in the form of saturated sampling technique by taking all samples in the population of the Faculty of Engineering Unhas as many as 81 people.

Measurement
Job promotion variables included in this study consisted of indicators: honesty, discipline, work performance, skills, loyalty, communicative, education (Priyono and Marnis, 2008). The following mutation variables consist of: experience, knowledge, needs and skills (Hasibuan, 2011). Satisfaction variables are included: the work itself, promotion, supervision, coworkers and working conditions (Robbins, 2009). While the following performance variables are: Work quality, work quantity, timeliness, effectiveness, independence (Robbins, 2006).

Data analysis technique
Data collection in this research was carried out through questionnaires containing a number of statements along with a Likert scale answer form column with a range of 1-5. The data analysis technique was performed by modeling multiple linear regression analysis and processed using SPSS 21, through three stages: the validity and reliability test model, the Classical Assumption Test, hypothesis testing, and the multiple linear regression analysis test.
**Discussion**

**Test Validity and Reliability**

<table>
<thead>
<tr>
<th>No</th>
<th>Variables/Indicators</th>
<th>Correlation Coefficient (r)</th>
<th>Cronbach’s Alpha</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Job Promotion (X1)</td>
<td>0.950</td>
<td></td>
<td>Reliable</td>
</tr>
<tr>
<td></td>
<td>Job Promotion 1</td>
<td>0.868</td>
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<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Promotion 2</td>
<td>0.923</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Promotion 3</td>
<td>0.826</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
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<td>Job Promotion 4</td>
<td>0.858</td>
<td></td>
<td>Valid</td>
</tr>
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<td>0.832</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Promotion 7</td>
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<td></td>
<td>Valid</td>
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<tr>
<td></td>
<td>Job Promotion 8</td>
<td>0.752</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Promotion 9</td>
<td>0.935</td>
<td></td>
<td>Valid</td>
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<tr>
<td></td>
<td>Job Promotion 10</td>
<td>0.881</td>
<td></td>
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<td>Valid</td>
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<td>Mutation (X2)</td>
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<td>Reliable</td>
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<tr>
<td></td>
<td>Mutation 1</td>
<td>0.727</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Mutation 2</td>
<td>0.856</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Mutation 3</td>
<td>0.888</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Mutation 4</td>
<td>0.833</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Mutation 5</td>
<td>0.794</td>
<td></td>
<td>Valid</td>
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<tr>
<td></td>
<td>Mutation 6</td>
<td>0.773</td>
<td></td>
<td>Valid</td>
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<td></td>
<td>Mutation 7</td>
<td>0.875</td>
<td></td>
<td>Valid</td>
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<td></td>
<td>Mutation 8</td>
<td>0.888</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Mutation 9</td>
<td>0.885</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td>3.</td>
<td>Job Satisfaction (Y1)</td>
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<td></td>
<td>Reliable</td>
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<tr>
<td></td>
<td>Job Satisfaction 1</td>
<td>0.807</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction 2</td>
<td>0.641</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction 3</td>
<td>0.791</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction 4</td>
<td>0.639</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction 5</td>
<td>0.818</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction 6</td>
<td>0.738</td>
<td></td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction 7</td>
<td>0.677</td>
<td></td>
<td>Valid</td>
</tr>
</tbody>
</table>
In the table above it can be seen that the Cronbach’s Alpha value found in all variables shows a value > 0.6 which means that all variables are reliable. Then the value of the correlation coefficient shows a value > 0.3 which means that all indicators that have these variables are valid.

### Hypothesis test

#### t-test

<table>
<thead>
<tr>
<th>Variabel</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Promotion</td>
<td>0.005</td>
<td>0.996</td>
</tr>
<tr>
<td></td>
<td>3.084</td>
<td>0.003</td>
</tr>
<tr>
<td></td>
<td>3.800</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Sources: Data Processed 2020

The t-test results (partial) the effect of job promotion, mutation and job satisfaction on performance in Table 5.19 shows that the value of p < 0.05 for mutation variables and job satisfaction that shows there is an influence of mutation and job satisfaction on performance partially, while the promotion variable no partial effect on performance because the value of p = 0.996 (p > 0.05). The interpretation is that the inclusion of job satisfaction variables negates the effect of job promotions on performance.

### F-test

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>216,887</td>
<td>3</td>
<td>72,296</td>
<td>19,232</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>266,899</td>
<td>71</td>
<td>3,759</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>483,787</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Data Processed 2020

The F-test result shows that the model summary has a significant F value of 0.000 which means that the model is significant and can be used to explain the variations of the dependent variable. The interpretation is that the inclusion of job satisfaction, mutation, and job promotion variables as independent variables can affect the performance of employees.
The results of the F test performance in the table above obtained p value = 0.000 (p <0.05). This means that together promotion of position, mutation and job satisfaction affect performance.

### Adjusted R Square

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.670 (a)</td>
<td>0.448</td>
<td>0.425</td>
<td>1.939</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), Mutation, Job Satisfaction, Job Promotion
b Dependent Variable: Performance

Source: Data Processed 2020

Based on these values it is known that the Adjusted R Square value is 0.425 or equal to 42.5%. This means that the influence of job promotions, mutations and job satisfaction on performance is 42.5% while the remaining 51.5% is influenced by other variables not included in the scope of this study. Correlation Coefficient (R) of 0.670 indicates that there is a strong relationship between the variables of promotion, mutation and job satisfaction on performance.

### Analysis

<table>
<thead>
<tr>
<th>Path Coefficient</th>
<th>t hitung</th>
<th>Sig</th>
<th>Keterangan</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 -&gt; Y1</td>
<td>0.345</td>
<td>2.842</td>
<td>0.006</td>
</tr>
<tr>
<td>X2 -&gt; Y1</td>
<td>0.301</td>
<td>2.486</td>
<td>0.015</td>
</tr>
<tr>
<td>X1 -&gt; Y2</td>
<td>0.001</td>
<td>0.005</td>
<td>0.996</td>
</tr>
<tr>
<td>Y1-&gt; Y2</td>
<td>0.358</td>
<td>3.084</td>
<td>0.003</td>
</tr>
<tr>
<td>Y1 -&gt; Y2</td>
<td>0.411</td>
<td>3.800</td>
<td>0.000</td>
</tr>
<tr>
<td>X1 -&gt; Y1 -&gt; Y2</td>
<td></td>
<td></td>
<td>0.142</td>
</tr>
<tr>
<td>X2 -&gt; Y1 -&gt; Y2</td>
<td></td>
<td></td>
<td>0.124</td>
</tr>
</tbody>
</table>

Source: Processed 2020

**Job Promotion has positive and significant on Job Satisfaction**

Based on the results of the path analysis, the results of the coefficient of research influence the promotion of position on job satisfaction shows a positive and significant effect. The influence of job promotions on job satisfaction is 34.5%. This means that with the promotion of positions, job satisfaction of employees increases. This can be in line with the opinion expressed by Priyono and Marnis (2008) that one of the purposes of promotion of office

Job promotion according to Ardana, et al (2012) is a process of change from one job to another, in a hierarchy of authority and responsibilities that is higher than the authority and responsibilities that have been imposed on employees themselves in the previous time. Flippo in Priyono and Marnis (2008), explained that promotion is the transfer from one position to another which has a higher status and responsibility.
Job promotions are included in the human resource development program which has been systemized and planned. Through the implementation of job promotions, the organization seeks to maintain employees who have potential and provide opportunities to fill existing job openings. This increases motivation, enthusiasm, competitiveness and level of employee participation in the work unit. If the promotion of this position is considered and managed properly there will be a symbiotic mutualism between employees and the organization.

With the system and planning for promotion, this answers the expectations of employees who want career development and want to achieve personal well-being in the organization. Employees feel trusted and valued for good work performance. The quality of human resources is really taken into account in the implementation of the promotion of this position, so that the organization can appropriately and know for certain who employees are entitled to the opportunity of promotion. The positive influence of the implementation of promotion can increase morale, work discipline, and job satisfaction for each employee.

Job promotion opportunities are not limited to managerial positions but also to technical and non-managerial positions. But there must be things that become the basis for the requirements and criteria for employees for the description of the position being promoted. The promotion of equal position is able to create job satisfaction which is the key to the enthusiasm, ethos, and work performance of employees as well as the achievement of organizational goals to the maximum. The two variables above have a relationship as explained by Hasibuan (2011) that promotion provides greater ability, position and reward for services to high-achieving employees, thereby causing satisfaction, pride and also higher social status.

The results of this study are in line with the results of Siregar's research (2019), entitled the effect of financial compensation, job stress and job promotions on employee performance through job satisfaction of PT. MNC Vision Central Java shows that job promotion variable has a significant effect on employee job satisfaction. The results of Afriani and Indarti's research (2019) also show that the promotion of position has a significant and linear effect on job satisfaction of employees of the Human Resources Development Agency Prop. Riau Likewise, the results of Sihotang, et al (2015) 's research showed that job promotion has a significant effect on job satisfaction with the title of the research analyzing the effect of job promotion and work environment on employee job satisfaction with social support as a moderating variable. Thus it can be concluded that the hypothesis in this study, namely the promotion of position has a significant effect on employee job satisfaction, can be accepted and proven true.

**Mutation has positive and significant on Job Satisfaction**

The results of the research coefficient on the effect of mutations on job satisfaction shows a positive and significant effect. The influence of mutation on job satisfaction is 30.1%. The mutation carried out by the Faculty of Engineering staffing department aims to improve employee productivity, create a balance of employee distribution in each section / department, increase employee insight, eliminate boredom / boredom about a job and also as an implementation of penalties / sanctions for violations committed.

Mutation is an employment activity related to the process of transferring functions, responsibilities, and employment status of workers to a certain situation with the aim that workers concerned obtain deep job satisfaction and can provide maximum performance to the organization (Sastrohadiwirjoyo, 2002). Mutations make a major contribution to increasing employee job satisfaction related to skills. This shows that employees have skills according to their area of expertise and employees have skills that can be relied upon to bring satisfaction in work.

Hanggraeni (2012), states that mutation is the transfer of employees from one job to another job that is considered to be on the same level or parallel. Mutation activities are related
to the process of transferring functions, responsibilities, and employment status of workers to certain situations with the aim that the workers concerned receive deep job satisfaction and can provide maximum work performance to the organization. Mutation is defined as a change or transfer of work / other positions with the hope that he will develop more new positions.

Employee understanding of the concept of mutation is very important to explain. Employees feel the mutation is only done to meet their needs. In fact, in addition to meeting the needs of the organization, by carrying out mutation activities are expected to avoid employee boredom and can provide opportunities for employees to develop their potential at work. Besides this mutation is also useful for the enrichment of knowledge for employees themselves. According to Samsudin (2005), mutation is an employment activity related to the process of transferring functions, responsibilities and status of workers to certain situations with the aim that workers concerned obtain deep job satisfaction and can provide maximum work performance and work contribution. By carrying out mutation activities are expected to avoid employee boredom and can provide opportunities for employees to develop their potential at work. Thus mutations are also expected to affect employee job satisfaction.

The results of this study support research conducted by Gunawan (2019), entitled The Effect of Mutation and Organizational Culture on Job Satisfaction in the PT Pegadaian Persero Environment (Case Study at Regional Office X Bandung). Sumarsono (2019) titled The Effect of Mutation, Promotion, and Remuneration on Job Satisfaction and Employee Loyalty of the Directorate General of Taxes in the Malang KPP Madya. Marliani (2020) titled The Impact of Organization Movements and Organizational Culture on employee performance through job satisfaction at Hasanuddin University. The three results of the study above indicate that there is a positive and significant influence of mutations on job satisfaction.

The success of an organization is largely determined by the work done by others (subordinates). To carry out the task a manager must divide the tasks and work to all employees in the work unit according to hierarchy. To create this condition, efforts are needed to improve the quality and job satisfaction of each employee. This is possible if the realization of optimally increasing employee motivation. Because after all organizational goals, one of which is to improve employee welfare and job satisfaction. Thus it can be concluded the hypothesis in this study that Mutation has a significant effect on Employee Job Satisfaction.

Job Satisfaction has positive and significant on Performance

The results of the research coefficient effect of job satisfaction on performance shows a positive and significant effect. The influence of job satisfaction on performance is 41.1%. Every employee expects to obtain satisfaction from his workplace. The more aspects that are in accordance with the desires of employees, the higher the level of satisfaction felt (Masram and Muah, 2017). Fulfillment of job satisfaction from the organization will certainly increase employee morale so that employee performance also increases.

Mangkunegara (2002) argues that "job satisfaction is a feeling that supports or does not support the employee who is related to his work or with his condition. Work-related feelings involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, organizational structure, quality of supervision. While the feelings associated with him include age, health condition, ability, education ". In the case of career development, it includes the promotion process and job transfer.

One of the driving factors that cause humans to work is because they have needs that must be met, the appearance of which is very dependent on individual interests. One theory of human needs as described by Maslow that each human being consists of five needs in physiological, security, social, respect and self-actualization.
Masram and Mu'ah (2017) states that the theory of needs is one of the theories that can be used to motivate employees to work. An employee will feel comfortable and high loyalty to the organization if it gets job satisfaction in accordance with what is desired and get additional income in accordance with the responsibilities carried out. Job satisfaction reflects a person's feelings towards his work and this is seen in the behavior and attitudes of employees in daily life, usually shown in terms of positive responses at work. It must be realized that job satisfaction is a factor that encourages employees / employees to work harder and at the same time as motivation in working.

Job satisfaction at work is job satisfaction that is enjoyed at work by obtaining praise of work results, placement, treatment, equipment, and good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize work more than compensation even though remuneration is important. Thus job satisfaction is something important for an employee to have, to be able to interact with the work environment so that work can be carried out properly and in accordance with organizational goals.

Job satisfaction reflects a person's feelings towards his work and this is seen in the behavior and attitudes of employees in daily life, usually shown in terms of positive responses at work. It must be realized that job satisfaction is a factor that encourages employees to work harder and at the same time as motivation in working. An employee will feel comfortable and high loyalty to the organization if it gets job satisfaction in accordance with what is desired (Gibson, 2000).

The results of this study are in line with research conducted by Susianti (2011) entitled Analysis of the Effect of Motivation, Job Satisfaction and Work Discipline on the Performance of Non-Lecturer Civil Servants at the Faculty of Medicine, University of North Sumatra, Medan, the results of the study showed that simultaneously motivation, job satisfaction and discipline work has a significant effect on employee performance at the Faculty of Medicine, University of North Sumatra, Medan. Then this study also has similarities with research conducted by Diyanti, et al (2017) entitled The Effect of Work Motivation and Work Climate on Job Satisfaction and Its Implications on the Performance of Educational Personnel of Bogor Agricultural University. The results showed that job satisfaction affects Tendik's performance. Thus it can be concluded the hypothesis in this study that job satisfaction has a significant effect on the performance of Unhas Engineering Faculty employees.

**Job Promotion and Mutation has negative and significant on Performance through job satisfaction**

The results of the research coefficient indicate that promotion does not have a positive and significant effect on performance ($p > 0.05$). Job promotion has an effect on performance if mediated by the job satisfaction variable of $14.2\%$.

Promotion of positions carried out by management has an important meaning for each employee, even every employee makes the promotion of a position as a dream and goals that are always expected by employees. With the promotion of the position is expected to improve employee attitudes towards work and build high job satisfaction. Job promotion is a form of appreciation expected by employees for work performance achieved. With the promotion based on objective assessment, employees will be encouraged to be more active and more disciplined in working so as to produce good performance.

Promotion occurs when employees are transferred from one job to another, which is higher in payment, responsibility, and / or level. If the promotion is realized to their employees they will be motivated to work hard, be enthusiastic, be disciplined, which will have an impact on good performance so that the organization's goals can be optimally achieved (Rivai, 2003).

Promotion that is more appropriate and accepted by employees because it is in accordance with the energy and capabilities expended and appreciates the hard work of
employees, will make employees more professional attitude by working seriously and making various efforts so that they can achieve better work results so that performance can be further improved.

According to Hasibuan (2011) there are three principles of promotion of positions, so employees know and the organization has guidelines in carrying out promotions, namely the principle of trust, the principle of justice and the principle of formation. The results of this study indicate that the promotion does not directly influence the performance. This can be related to the principle of formation put forward by Hasibuan. Position formation for civil servants in the Faculty of Engineering, Hasanuddin University, there are only five formations, namely one Head of Administration and four Heads of Subdivisions. Completion of job formation will be carried out if there is a transfer to another unit or the official occupying the position will retire. This certainly affects the opportunity for employees to be promoted to occupy the position. Besides that, the term of office is for four years and can be extended if the employees holding the position have high performance. In addition, employees who take part in the selection of job auctions have a low graduation level, which creates more confidence to participate in the selection. Low confidence can be caused by lack of knowledge and experience possessed by employees. Placement of officials who are promoted also affects employee performance. Some employees who are promoted to occupy certain positions feel uncomfortable with their new jobs. This can be due to the lack of knowledge of the employee on his new assignment. Promoted employees can show different performance. These different performance results from personal factors which are shown by the level of skills, competencies possessed, motivations, and individual commitments (Armstrong and Baron in Wibowo, 2010).

Robbin (2009) said that indicators of an employee's work performance are quality, quantity, implementation of tasks and responsibilities. The quality of work can be seen from the accuracy, accuracy, skills and cleanliness of the work. The quantity of work indicated by the number of work results in accordance with the time available by taking into account the speed of work. While the implementation of tasks and responsibilities can be seen from the implementation of the task and the further consequences of the role of the task performed.

One of the tasks assigned to civil servants is to provide professional and quality public services. This is stated in article 11 letter c of the Law of the Republic of Indonesia No. 5 of 2014 concerning State Civil Apparatus. The Personnel Section which is under the auspices of the Administrative Bureau and Information System of Hasanuddin University is one of the officials authorized to carry out the management of regional civil servants in accordance with Law Number 5 of 2014 concerning State Civil Apparatus. The authority is in the form of state civil service management services in the formulation and determination of needs, procurement, ranks and career development positions, career patterns, promotions, transfers, performance appraisals, awards, discipline enforcement, code of conduct and dismissal behavior, pensions and apparatus protection.

The results of this study are in line with the results of research by Ardi, et al (2016) and Subandi's research results (2019). Where the results of Ardi, et al (2016) showed that the promotion of position did not have a positive and significant effect on the performance of the Culture and Tourism Department of Youth and Sports officials in Rembang Regency and the results of Subandi's research (2019) at the Blitar City Regional Civil Service Agency also showed that the promotion of positions did not have positive and significant effect on employee performance.

The results of this study indicate that job promotion influences performance if mediated by the variable job satisfaction. Job satisfaction is a pleasant or unpleasant emotional state of the worker in looking at his work (Hasibuan, 2011). One factor in measuring employee job satisfaction according to Robbin (2009) is promotion. Promotion is an opportunity to develop intellectually and expand expertise to be an important basis for advancing the organization so
as to create satisfaction. The belief that satisfied employees will be more productive than unsatisfied employees is a basic tenet among managers for many years (Robbins, 2009).

Nurpratama and Nurhayati (2019) research results on the contribution of promotion and compensation for employee job satisfaction: a case study in one of the BUMN branch offices in Indonesia shows that promotion and compensation has a significant effect on job satisfaction. Research by Muliadi et al (2018) on the effect of competence and job satisfaction on the performance of employees of the East Kolaka District Financial Agency shows that competency and job satisfaction simultaneously have a positive and significant effect on employee performance and competency and job satisfaction partially have a positive and significant effect on performance employee.

Syahputra's research (2019) about the effect of education and training, job promotion and job satisfaction on employee performance in the BKPSDM Office District. Aceh Taming shows that the implementation of education and training, job promotion and job satisfaction has a positive effect on employee performance.

According to Anderson, et al (2005) promotion helps organizations to describe how one's performance. This of course relates to one's knowledge, expertise, and work ability on certain fields of work. Promotion represents an important dimension of work for a person. It is from this promotion that leaders seem to know better how a person is responsible, solving problems, and transferring information to other people related to the tasks instructed by his supervisor. In essence, Promotion is used to plan, help, and develop one's behavior and performance. Not only that, through job promotion an employee can find out the strengths and weaknesses of his workers.

**Path analysis of the effect of mutations on performance is mediated by job satisfaction.**

The results of the mutation research coefficient on performance mediated by job satisfaction showed a positive and significant effect. The magnitude of the value of the influence of mutations is directly at 35.8% and indirectly through job satisfaction at 12.4% on performance. Mutation is an employment activity related to the process of transferring functions, responsibilities, and employment status of workers to certain situations with the aim that the workers concerned obtain deep job satisfaction and can provide maximum performance to the organization (Sastrohadiwirjoyo, 2002).

Mutation is the transfer of employees from one job to another job that is considered to be level or in line. Mutation activities are related to the process of transferring functions, responsibilities, and employment status of workers to certain situations with the aim that the workers concerned receive deep job satisfaction and can provide maximum work performance to the organization. Mutation is defined as a change or transfer of work/other positions with the hope that he will develop more new positions (Were, Gunawan, & Munir, 2016).

Hasibuan's research (2018) on the analysis of the influence of mutation, promotion of position on the performance of the leadership of PT Perkebunan Nusantara II's board of directors mediated by Job Satisfaction shows that mutation influences job satisfaction of lead employees and is the dominant variable that affects job satisfaction of lead employees, promotion influences satisfaction employee leader's work and job satisfaction affect the performance of office leadership employees.

The results of this study are also in line with the results of research conducted by Chrishartanto and Said (2019) with the title research on the influence of employee competency, motivation and mutation on employee performance at the Pratama Tax Service office in Makassar. The results showed that employee competency, motivation and mutation had a significant and positive effect on employee performance at the West Makassar Pratama Tax Office. Of the three independent variables used in this study, it turns out that employee
mutations have the most dominant influence in improving employee performance at the West Makassar Pratama Tax Office.

CONCLUSION

Based on research on the influence of job promotions, mutations and job satisfaction on performance, the following conclusions can be drawn: 1. Job promotion on job satisfaction shows a positive and significant effect. Promotion provides greater ability, position and reward for services to high-achieving employees, giving rise to satisfaction, pride and also higher social status. 2. Mutations on job satisfaction show positive and significant effects. Mutations carried out by the staff of the Faculty of Engineering aim to increase employee productivity, create a balance of employee distribution in each section / department, increase employee insight, eliminate boredom / boredom about a job and also as an implementation of penalties / sanctions for violations committed 3. Job satisfaction on performance shows a positive and significant effect. Every employee expects to obtain satisfaction from his workplace. The more aspects that are in accordance with the wishes of employees, the higher the level of satisfaction felt. Fulfillment of job satisfaction from the organization will certainly increase employee morale so that employee performance also increases. 4. Job promotion has no positive and significant effect on performance. Job promotion has an effect on performance if mediated by job satisfaction variables. Knowledge and experience of officials is needed to carry out work in their new assignments. For this reason, the placement of officials needs to be adjusted to the background of their previous work so that the official's performance increases. 5. Mutations on performance mediated by job satisfaction show positive and significant influence. Mutation activities are related to the process of transferring functions, responsibilities, and employment status of workers to certain situations with the aim that the workers concerned receive deep job satisfaction and can provide maximum work performance to the organization.

SUGGESTION

that the leadership of the Faculty of Engineering Unhas will always motivate and provide training in the context of developing employee resources. The leadership of the Faculty of Engineering Unhas should maintain the employee mutation system so that employees' knowledge of employees increases, not feeling bored and tired of working. Matters related to job satisfaction of each employee can be considered so that it can always provide good performance for the organization.

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