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**THE EFFECT OF MUTATION AND MOTIVATION ON EMPLOYEE  
PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN  
THE KENDAL DISTRICT COURT**



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**Abstract**

The purpose of this study is to analyze the influence of mutation and motivation on employee performance with job satisfaction as a mediation variable in the Kendal district court. This study uses a quantitative method. The sample in this study is 60 employees of the Kendal District Court. The sample determination technique in this study uses saturated sampling. Data analysis used multiple linear regression. The results of this study show that Mutation and Motivation have an effect on job satisfaction, Mutation and Job Satisfaction have a positive effect on employee performance, while Motivation has no effect on employee performance, Job satisfaction is able to mediate the effect of mutation and motivation on employee performance.

**Keywords:** Mutation, Motivation, Job Satisfaction, Employee Performance

## INTRODUCTION

Human resource management is a series of organizational activities that aim to attract, develop and retain an effective workforce (Rosita et al., 2023). Organizational goals cannot be achieved without the help of human resources or loyal and reliable staff members. Employees assist in achieving the company's goals as subjects, actors, and planners. Attitudes at work can be influenced by his thoughts, emotions, and desires. Workers are more than just tools used to achieve company goals. The skills and talents that individuals or staff members possess should be beneficial to the business. For employees to feel satisfied with their work, employers must treat them well and reward their achievements.

The purpose of human resource management (HR) according to Farida (2015) is to plan, regulate, direct, and supervise operations related to the acquisition, development, compensation, and maintenance of human resources in order to meet the needs of organizations, individual goals, or communities. Human resources are essential for any company because they are in charge of overseeing the entire operation to achieve the goals. HR management determines whether a business will succeed or fail to continue to exist.

Human Resource Management (HR) plays an important role in determining the direction and success of an organization. The HR management function not only includes administrative aspects, but also strategically in ensuring that the workforce has competencies and motivation that suit the needs of the organization. This role is increasingly crucial in today's competitive era, where a company's competitive advantage is largely determined by the quality of performance and productivity of its employees (Dessler, 2020). In this context, improving employee performance is the main goal of effective HR management practices. To achieve optimal performance, companies need to understand the psychological and motivational factors that affect individuals at work. One of the most widely used approaches is the goal setting theory (*goal-setting theory*) developed by Edwin Locke and Gary Latham. This theory emphasizes the importance of setting clear, specific, and challenging work goals to trigger performance improvements.

Employee performance is one of the crucial aspects in organizational effectiveness. According to Edwin Locke's theory and Gary Latham (1990) stated that individual performance is influenced by the clarity and difficulty level of the goals to be achieved. This theory states that specific and challenging goals, but still within range, will result in better performance than ambiguous or overly easy goals (Latham & Locke, 2018). The key to the success of this theory is the existence of continuous feedback, commitment to goals, and *self-efficacy* adequate.

In human resource management practice, the perception of organizational fairness has a great influence on employees' responses and attitudes to various policies, including mutation policies. When mutations are seen as fair, both in terms of the reasons for implementation, the decision-making process, and the way of delivery, employees tend to accept it positively. On the other hand, if the mutation is carried out without transparency or creates a discriminatory impression, it can trigger dissatisfaction and decreased performance. Therefore, the application of the principle of organizational justice as stated by Greenberg becomes very relevant in supporting the effectiveness of mutation policies.

According to (Scott, 2019) Mutation is an activity related to the process of transferring the functions, responsibilities, and employment status of employees to a certain

situation with the aim that the employee concerned obtains deep job satisfaction and can provide maximum work achievements and contributions to the organization. Mutation is not just a physical or administrative move, but also includes the organization's strategic efforts to place employees in positions that are in accordance with their competencies, interests, and potential. Thus, mutation can be an effective human resource management tool in increasing work motivation, expanding employee insight and experience, while encouraging the creation of more optimal performance. In addition, through the right mutation, the organization can avoid work burnout and create positive dynamics in the work environment, so that synergy is achieved between organizational needs and employee expectations.

Understanding employee mutation is not only limited to the structural aspects of the organization, but is also closely related to efforts to meet the psychological and motivational needs of employees. When mutation is carried out by considering the aspirations, potential, and welfare of employees, the policy becomes not only a managerial instrument, but also a means of individual empowerment. Thus, strategically designed mutations can be part of the process of meeting employee needs within the framework of career development and increased work motivation, as described in classical motivational theories.

Herzberg in (Armstrong, 2021) stated that work motivation is influenced by two groups of factors: hygiene factors and motivating factors. Hygiene factors include extrinsic aspects such as organizational policies, working conditions, interpersonal relationships, and salary. Meanwhile, motivating factors are related to intrinsic aspects such as achievements, recognition, responsibility, and development opportunities. According to Herzberg, the absence of hygiene factors can lead to job dissatisfaction, but its existence does not necessarily create motivation. The real motivation arises from the motivating factor. This theory emphasizes that efforts to increase motivation are not enough just to improve working conditions and the remuneration system, but also need to be supported by challenging responsibilities and recognition of work achievements.

Furthermore, Locke's (1976) theory posits that job satisfaction occurs at a level where the results of the work received by individuals are in accordance with expectations. The more people receive the results they appreciate, the more satisfied they will be. The difference between the expected and received grades will determine the level of job satisfaction (Kreitner & Kinicki, 2021).

J. Stacy Adams' (1963) theory states that employees compare the ratio of inputs (effort, skills, education) and outputs (salary, recognition, promotions) they receive with the ratios received by coworkers. An imbalance in this comparison will lead to job dissatisfaction (Huseman et al., 2017).

Similar previous research can be seen among others Research Adiyana et al., (2024) successfully proven that position mutation has a significant influence on job satisfaction. It is different from the results of the study Surata & Paramarta, (2015) which states that mutations have no effect on job satisfaction. Research conducted by Kurniawan & Purnamarini, (2023) successfully proved that there is a significant influence between work motivation and employee job satisfaction. However, the results of the study are not in line with the results of the study Oktasiana & Hazmi, (2025) which states that motivation has no significant influence on job satisfaction. Research Eraku et al., (2023) which states that

mutations have a significant effect on employee performance. Research conducted also carried out by Wulandaria et al., (2024) With the results of his research which stated that motivation has a significant effect on employee performance. Research related to the effect of job satisfaction on employee performance has been conducted by (Harahap & Tirtayasa, 2020), (Paparang et al., 2021) and research (Adiyana et al., 2024) The results of the study stated that job satisfaction has a significant positive influence on employee performance. Susanti & Aesah, 2(022) stating that job satisfaction has no significant influence on employee performance.

An interesting phenomenon is related to the implementation of the mutation policy at the Kendal District Court which in recent years has shown a fairly high intensity. Kendal District Court Personnel Data shows that in the last three years in the Kendal District Court itself, mutations have been carried out involving more than 30% of employees. The phenomenon that occurred in the Kendal District Court, where issues related to the decline in the performance of the judicial apparatus often surfaced, both through media reports and the results of internal evaluations.

Based on the description above, it is important to conduct research on "The Effect of Mutation and Motivation on Employee Performance with Job Satisfaction as a Mediation Variable in the Kendal District Court". Previous studies provide an important foundation for the development of this research, both in terms of theory and empirical findings. By examining various previous studies, an overview of patterns, methods, and results relevant to the focus of this research is obtained. Below are the results of the review of previous research (research gap) which is the main reference in the preparation of the conceptual framework and direction of analysis in this study.

## REVIEW OF LITERATURE

According to (Hasibuan, 2019) Mutation is the transfer of the position or position of an employee from one place to another, both within one work unit and between work units, which is carried out horizontally without any promotion or demotion, with the following dimensions location (geographical), functional (position/function), time, reason or purpose of mutation with 11 indicators starting from relocation of workplace, adjustment of employee domicile to new location, distance between the residence and the new work site, change of work function without promotion, suitability of competencies with new functions, adaptation to new tasks, period of assignment in new positions, periodic evaluation of mutated positions, mutations due to organizational needs, mutations due to personal requests of employees, mutations as part of rotation for career development.

Motivation is an internal drive that directs individual behavior based on three main needs, namely the *need for achievement*, the need for *power*, and the need for *affiliation*. This theory emphasizes that each individual has a different level of need, and the dominance of one of these needs will affect the way individuals work, interact, and make decisions in the work environment (McClelland, 1961). With the dimensions *of Need for achievement*, *Need for power*, *Need for affiliation* with 15 indicators with the following indicators, have the drive to achieve optimal work targets, like to take responsibility for work results, like challenges at work, always want to improve performance continuously, like work that provides feedback

on work results, want to influence and direct others, happy to be in a decision-making position, feeling satisfied if you have control over resources or work processes, wanting to have an important role in the organization, taking the initiative in organizing and leading groups, happy to work together in a team, showing empathy towards colleagues, seeking harmonious working relationships, avoiding conflicts in the work environment, feeling motivated when receiving social support from colleagues.

Job satisfaction is a positive feeling towards the job that arises from the evaluation of the characteristics of the job. (Robbins & Judge, 2024) with the dimensions used Work itself, salary, promotion, supervision, relationship with colleagues with 15 indicators as follows Interest in the job, Challenges in the job, Opportunity for development, Salary adequacy, Salary fairness, Salary suitability with workload, Promotion opportunities, Fair promotion system, Disclosure of promotional information, Ability of superiors to give direction, Fairness in treatment by superiors, Satisfaction with leadership style, Teamwork Mutual respect, Good communication between colleagues.

Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given (Mangkunegara, 2017) with the dimensions of Work Quality, Quantity of Work, Punctuality, Cooperation, Responsibility with performance indicators as many as 11 as follows: Conformity of work results with tasks and work standards that have been set, Accuracy in carrying out work, Consistency in the number of work results with the set targets, Use of time to work effectively and efficiently, Work completed on time, Ability to complete tasks according to deadlines, Speed and accuracy in completing work, Ability to work with colleagues, Ability to communicate in the team Compliance with organizational instructions and policies, Sense of ownership of the work done

## RESEARCH METHOD

This study uses a quantitative approach with a data collection method through questionnaires. The questionnaire used used a Likert scale of 1-7. The population in this study is the total number of State Civil Apparatus (ASN) in the Regional Secretariat of Temanggung Regency amounting to 101 employees. Sampling technique using *Non-probability sampling*, where sampling techniques are used to take the required number of samples (Sugiyono, 2013). Using the saturated sample technique, which is a sample technique in which all members of the population are used as samples, namely a total of 101 employees. In this study, a type of primary data was used where data was obtained from respondents directly and secondary data in the form of employee performance data (SKP) documents. Test the instrument by measuring the validity and reliability of the research. Validity was measured using the analysis of the factors of the KMO and *Loading Factor*. SMEs with a value  $> 0.5$  where it can be interpreted that the sufficiency of the sample is fulfilled and the analysis of factors can be continued (Ghozali, 2018). Meanwhile *Loading factor*, if the numbers in the matrix component  $\geq 0.4$  then the indicator in the questionnaire question is said to be valid. Reliability is the extent to which the results of a measurement used remain reliable and free from measurement errors (Darma, 2021). By using the

*Cronbach's alpha* with a  $\geq$  level of 0.7. If the value *Cronbach's alpha*  $\geq$  significant level, the instrument is said to be reliable.

Multiple regression analysis It is simply used to predict how the value of the dependent variable will change when the value of the independent variable is increased or decreased (Sugiyono, 2013). Consists of R Test and F Test. R Test In essence, it measures how far the model's ability to explain the variation of dependent variables. While The F test is used to find out whether independent variables together or simultaneously affect dependent variables. To show how far an independent variable influences in explaining dependent variables are carried out a T test or hypothesis test (Ghozali, 2021). Independent variables have a significant influence on dependent variables if the value of Sig  $<$  0.05. In contrast to independent variables, it does not have a specific effect on the dependent variable if the Sig value is  $<$  0.05. The mediation test is used to find out whether the effect of an independent variable on a dependent variable is mediated by another variable (Oscar, 2024). The mediation test used in the study used *Sobel Test Calculator*.

### Research Hypothesis

This study aims to analyze the influence of LMX and competence on performance with motivation as a mediating variable. Based on the literature review and previous research, the hypotheses proposed in this study are as follows:

- H1: The influence of Leader Member Exchange (LMX) has a positive effect on motivation;
- H2: Competence has a positive effect on motivation;
- H3: The influence of Leader Member Exchange (LMX) has a positive effect on performance;
- H4: Competence has a positive effect on performance;
- H5: Motivation has a positive effect on performance;
- H6: Motivation mediates the relationship between Leader Member Exchange (LMX) and performance;
- H7: Motivation mediates the relationship between competence and performance.

### Research Model

This research model describes the relationship between independent variables (LMX and competence) and dependent variables (performance) and mediating variables (motivation). This model can be illustrated as follows:

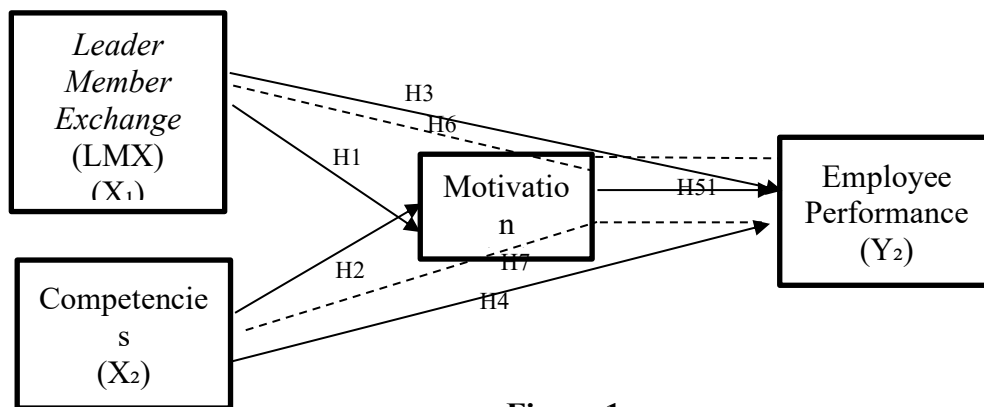


Figure 1

This research model shows that independent variables have a direct relationship with dependent variables and are influenced by mediation variables. The test will be carried out through multiple regression analysis. The study uses a quantitative approach with a data collection technique through a questionnaire with a Likert scale of 1-7. The data analysis technique used was a linear regression test to test the influence of each variable.

**RESULTS AND DISCUSSION**

The following are the results of the research obtained using SPSS, namely:

**Table 1**  
**Multiple Linear Regression**

	Equations	Equation Regression Model						Information
		Test Model			Hypothesis Test			
		Adj R Square	F	Sig	B	T	Sig	
	$Y_1 = \alpha_1 X_1 + \alpha_2 X_2 + e$							
1	X1 → Y1 The effect of LMX on motivation	0,606	77,879	0,000	0,429	5,560	0,000	Accepted hypotheses
2	X2 → Y2 The Effect of Competency on Motivation				0,452	5,864	0,000	Accepted hypotheses
	$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_3 + e$							
1	X1 → Y2 The effect of LMX on performance	0,777	117,318	0,000	-0,064	-0,961	0,339	Hypothesis rejected
2	X2 → Y2 The effect of competence on performance				0,669	9,927	0,000	Accepted hypotheses
3	Y1 → Y2 The effect of motivation on performance				0,325	4,279	0,000	Accepted hypotheses

Source : Primary data to be processed in 2025

Based on Table 1, the regression equation is detailed as follows:

Regression Model Equation 1:

$$Y_1 = 0.429x_1 + 0.452x_2 + e$$

Regression Model Equation 2:

$$Y_2 = -0.064x_1 + 0.669x_2 + 0.325y_1 + e$$

## 1. Test Model

### R Test

#### **R Test of LMX Variables and Competency to Motivation**

Based on Table 1 above, it is known that the *Adjusted R Square* value is 0.606 (60.6%) which means that 60.6% of motivation can be explained by LMX and competence. While the rest (100% - 60.6% = 39.4%) were explained by other causes outside the model used in this study.

#### **R Test LMX Variables, Competence, Motivation for Performance**

Based on table 1 above, it is known that the *Adjusted R Square* value is 0.777 (77.7%) which means that 77.7% of performance can be explained by LMX, competence, and motivation. While the rest (100% - 77.7% = 22.3%) were explained by other causes outside the model used in this study.

### Test F

#### **F Test of LMX Variables and Competency to Performance**

Based on table 1 above, the F value is calculated as 77.879 with a significance of 0.000 less than 0.005. This shows that LMX and competence have a joint effect on performance. This means that the model fits.

#### **F Test of LMX Variables, Competence and Motivation for Performance**

Based on table 1 above, the F value is calculated as 117.318 with a significance of 0.000 less than 0.005. This shows that LMX, competence, and motivation have a combined effect on performance. This means that the model fits.

## 2. T Test

The effect of LMX on motivation was 0.429 and Sig 0.000 < 0.005. This shows that LMX has a positive effect on motivation which means that the higher the LMX, the more employee motivation will increase. The effect of competence on motivation was 0.452 and Sig 0.000 < 0.005. This shows that competence has a positive effect on motivation, which means that the better the competence, the more employee motivation will increase. The effect of LMX on performance was 0.064 (negative beta) and Sig 0.339 > 0.005. This shows that LMX has no effect on performance. The effect of competence on performance was 0.669 and Sig 0.000 < 0.005. This shows that competence has a positive effect on performance, which means that the better the competence, the more employee performance will be improved. The effect of motivation on performance was 0.325 and Sig 0.000 < 0.005. This shows that motivation has a positive effect on the performance of the employee, which means that the higher the motivation, the more employee performance will be improved.

### **The effect of LMX on motivation**

This study shows that there is a significant influence between LMX variables on motivation. This influence is positive which means that the better the LMX, the higher the motivation. This is supported by respondents' responses to the LMX indicator with the highest mean value of 6.33, namely X<sub>1.4</sub> which states that the respondents are jointly responsible for the success of the team. In line with these indicators, the relationship between

LMX and motivation, which is characterized by trust, open communication, and leadership support, encourages team members to feel valued and be an important part of the work group. This feeling fosters work motivation, as respondents not only work for personal gain, but are also encouraged to contribute to the overall success of the team. Thus, high-quality LMX strengthens the intrinsic motivation of employees to be responsible, cooperative, and strive optimally in achieving organizational goals.

The results of this study are also supported by research by Purnamarini and Kurniawan (2023) which states that LMX has a significant effect on motivation. A similar study by Ilham and Herawati (2017) found that LMX has a positive effect on motivation.

#### **The effect of competence on motivation**

This study shows that there is a significant influence between competency variables on motivation. This influence is positive, meaning that the higher the competence possessed by the individual, the higher the level of motivation in work. Supported by the respondent's response to the competency indicator with the highest mean value of 6.43 on the X 2.6 indicator which states that the respondent is responsible for every work charged. In line with these indicators, the relationship between competence and motivation explains that the competencies possessed by respondents make them feel capable and confident in completing the tasks given. This sense of ability then drives the emergence of work motivation, as competent individuals tend to have an internal drive to get the job done well and achieve optimal results. Thus, competence plays an important role in increasing motivation, which is reflected in the respondent's attitude of responsibility towards every job they are tasked with.

The results of a similar study are supported by Dwiyanti (2019) who stated that competence affects work motivation. The same thing was also conveyed by Parashakti (2020) stating that competence has a significant and positive effect on motivation.

#### **The effect of LMX on performance**

This study shows that there is a negative influence between LMX variables on performance. LMX has no effect on performance. It is supported by the respondents' responses to the LMX indicator with the lowest mean value of 5.19 at X 1.6 which states that respondents are willing to make efforts to exceed the demands of formal work. This explains that the relatively low mean value indicates that the quality of the relationship between the leader and subordinate is not fully able to encourage employees to give extra effort outside of their formal duties. This condition causes the existing LMX relationship to not contribute significantly to performance improvement, so employee performance is more influenced by other factors outside of LMX.

The results of this study are supported by a similar study conducted by Ririnama and Risambessy (2024) which stated that LMX does not have a significant effect on employee performance.

#### **The effect of competence on performance**

This study shows that there is a significant influence between competency variables on performance. Supported by the respondent's response to the competency indicator with the highest mean value of 6.43 on the X 2.6 indicator which states that the respondent is responsible for every work charged. The high mean value shows that the respondents have a good level of competence, reflected in the attitude of responsibility in carrying out their duties. Adequate competence makes respondents able to complete work effectively and

appropriately, so that it has a direct impact on improving performance. Thus, the higher the competence possessed, the more optimal the performance produced.

This is supported by a similar study by Siregar (2020) that competence has a positive and significant effect on employee performance. Likewise, research conducted by Habibie (2024) shows that competencies have a significant influence on employee performance.

#### **Motivation mediates the influence of LMX on performance**

This study shows that motivation perfectly mediates the relationship between LMX and performance. Motivation as a mediator plays a significant role in the relationship between *LMX* and Performance with strong and significant indirect effects. Supported by the respondent's response to the motivation indicator with the highest mean value of 6.44 at Y 1.1 which stated that the respondent always had a strong desire to complete the task well. *LMX*'s relationship is characterized by leadership attention, good communication, and trust and support that make employees feel valued and cared for. This feeling then fosters motivation from within which is reflected in the employee's strong desire to complete tasks well. This motivation further drives performance improvement.

This is supported by research conducted by Soliha and Kasiyadi (2018) which states that motivation variables perfectly mediate Leader Member Exchange (*LMX*) and performance.

#### **Motivation mediates the influence of competence on performance**

This study shows that motivation perfectly mediates the relationship between competence and performance. Motivation as a mediator plays a significant role in the relationship between Competence and Performance. Competency does not directly improve employee performance, but first affects their motivation level. Supported by respondents' responses to the motivation indicator with the highest mean value of 6.44 on Y<sub>1.1</sub> which states that the respondent always has a strong desire to complete the task well. The competencies possessed by employees do not directly improve performance, but first play a role in fostering work motivation. Good competence, both in terms of knowledge, skills, and attitudes, makes employees feel capable and confident in carrying out their duties. This condition encourages the emergence of motivation, which is reflected in the strong desire of employees to complete tasks well.

Supporting research was conducted by Setyowati (2022) who stated that competence has a positive and significant effect on employee performance mediated by motivation.

## **CONCLUSION**

From the results of the research, the researcher got several things that could be conveyed as information related to the Influence of *LMX* and Competency on Employee Performance with Motivation as a Mediating Variable and it can be concluded that *LMX* has a positive effect on motivation, meaning that the better *LMX*, the more employee motivation will increase. Competence has a positive effect on motivation, meaning that the better the eating competence, the more employee motivation will be increased. *LMX* has no effect on performance, meaning that the better *LMX* is not able to improve employee performance and vice versa. Competence has a positive effect on performance, meaning that the better the competence, the more employee performance will be improved. Motivation has a positive effect on performance, meaning that the higher the motivation to eat, the more employee

performance will be improved. Motivation mediates the influence of LMX on performance, meaning that LMX does not have a direct effect on performance, but affects performance through motivation. The better the LMX, the higher the employee motivation, and this increased motivation then drives performance improvement. Motivation mediates the influence of competence on performance, meaning that competence does not directly increase performance, but first increases motivation, and high motivation which then encourages performance improvement.

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