

Research Article

Enhancing Employee Performance: The Impact of Engagement, Job Rotation, Compensation, and Motivation

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Abstract

This research aims to determine the influence of employee engagement, transfers, compensation and motivation on employee performance. Apart from that, you can see the review from an Islamic perspective. The population of this study were employees of the Jakarta Cakung Primary Tax Service Office with a sample size of 89 respondents. The sampling technique uses a non-probability sampling method, with a saturated sampling technique through distributing questionnaires. The data analysis method uses the Partial Least Square Structural Equation Modeling (PLS-SEM) method. The model in this research provides a strong influence with a strong level of relevance in predicting the influence between variables with a large level of suitability. employee engagement has a positive and significant effect on employee performance. Furthermore, mutations have a positive and significant effect on employee performance. Compensation has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Managerial Implications Organizations should prioritize enhancing employee engagement through effective communication and involvement in decision-making processes to boost performance. Additionally, strategic employee mutations or transfers can be leveraged to match skills with job roles more effectively. Fair and competitive compensation packages are essential to motivate employees and enhance their commitment.

Keywords: Employee Engagement, Transfers, Compensation, Motivation, Performance

JEL Classification: J28, J33, M25

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1. Introduction

Human resources have a major role in a company's success. They must have appropriate abilities and special competencies to improve performance in achieving the company's vision and mission. Human Resource Management (HRM) is needed to manage and guide HR to achieve company goals. The company's success really depends on the quality of human resources (Rezeki & Syarifuddin, 2021).

To face the challenges of globalization and compete on a global scale, companies have no choice but to develop quality and effective human resources. They must be intelligent and competent, have good human resource management skills, and have the ability and willingness to learn to lead an organization and collaboration with other people (Putri & Renwarin, 2023)(Ozkeser, 2019). Employee performance is the real foundation of the organizational structure because, with performance, organizational goals are easier to achieve. For organizations or companies, performance is a benchmark for evaluating organizational achievements and the extent to which these achievements are in line with the organization's vision and mission. Thus, efforts to improve employee performance become the most serious management challenge, considering that the success of achieving a company's goals and survival greatly depends on the quality of the performance of its human resources (Rivai, 2019).

According to Sarif et al. (2020), performance basically includes two main aspects, namely employee performance and organizational performance. Employee performance refers to the results of individual work within an organization, while organizational performance includes the overall achievements achieved by the organization (Harkriskayani & Putra, 2024). Success in achieving performance, both in terms of employees and the organization, is very dependent on organizational planning and the overall use of resources, both by leaders and subordinates. Performance is the most important HR output in contributing to the effectiveness/achievement of organizational goals (Robbins & Judge, 2018).

According to Handoyo and Setiawan (2017), employees who feel engaged are those who are truly involved and have high enthusiasm for their work and the organization where they work. This engagement reflects a willingness to contribute to the company's success actively. This finding is manifested in employees' hard efforts to complete their tasks wholeheartedly, using their thoughts and energy to the maximum, and even being willing to work overtime if necessary. At KPP Pratama Jakarta Cakung, there are conditions where employees still need to improve in the level of employee engagement. Several factors, such as lack of effective communication, job dissatisfaction, limited career development, and lack of appreciation for employee contributions, can cause this.

Lubis & Wulandari (2018), Parodya et al. (2022), Dewi et al. (2022), and Ramdan et al. (2022) found that employee engagement has a positive effect on performance, but This is different from research conducted by Darmaeti et al., (2021), and Taqiyuddin et al., (2022) which states that there is no influence between employee engagement on performance. Apart from the employee engagement factor, another factor is mutation. employees who are looking forward to transfers because they feel bored with the routine and want to face new challenges or obtain a new position. In an agency, transfers are often considered a common practice to provide opportunities for employees to expand their knowledge and experience in the hope of improving performance (Sekarmiati, 2021).

Based on the results of research conducted by Dinsar (2021), Husain (2022), Eraku et al. (2023), and Maisura & Konadi (2023) said that mutations have a positive effect on performance, but this is different from research conducted by Silalahi (2021), and Mubarak et al., (2021) who said that mutations do not affect performance. Higher positions or ranks often come with better compensation. Employees who are involved in tasks that involve handling significant state funds should receive appropriate compensation. Low compensation has the potential to trigger acts of corruption, with negative consequences not only for the organization but also for the country (Kartika, 2019).

2. Literature Review and Hypothesis

Literature Review

Performance

Performance comes from the word work performance (performance). According to Mangkunegara (2017), the term "performance" comes from the words job performance or actual performance, namely the results of an employee's work in terms of quality and quantity in carrying out his

obligations in accordance with the responsibilities given to him. According to Moehariono in Lubis & Wulandari (2018), performance is a description of the level of achievement of implementing an activity program or policy in realizing the organization's goals, objectives, vision and mission as outlined through the organization's strategic planning. However, it should be noted that performance does not only consist of work results or work achievements but also how the work process is carried out (Putri & Renwarin, 2023).

Employee Engagement

Employee Engagement is an employee's ability to provide contributions that exceed expectations, and as a result, engaged employees tend to be more productive compared to their less involved colleagues (Febriansyah and Ginting, 2020). High levels of enthusiasm, energy, and loyalty often characterize employees who have high levels of engagement. They also show strong commitment and pride in the organizations where they work (Jayasri & Annisa, 2023). Employee Engagement is not just about achieving the company's strategic goals but also involves developing human resources at all levels, from staff and managers to executives. This study aims to ensure that everyone is fully involved in their work, so that they can provide their best efforts in achieving company goals (Ginting et al., 2020).

Mutation

According to Gunawan et al. (2017), mutation is an activity that involves moving workers from one work location to another. Although the term "mutation" is often interpreted as transfer, in fact, mutation covers a variety of activities, including workforce transfers, transfers of responsibilities, changes in employment status, and similar things. Meanwhile, transfer only refers to the physical transfer of labor from one place to another. Thus, mutation covers broader aspects than just the physical movement of labor. According to Hasibuan (2019), mutation can be interpreted as a change involving position, position, location, or type of work, both horizontally and vertically (through promotion or demotion) within an organization. This understanding illustrates that mutation is not only related to physical movement but also includes changes in roles and responsibilities. Transfers are basically included in the employee development function, with the aim of increasing work efficiency and effectiveness within the organization (Hasibuan, 2019).

Compensation

According to Enny (2019), compensation is a type of reciprocity offered to employees as a sign of appreciation for their contribution and work to the organization. Compensation can take the form of direct and indirect financial assistance, as well as awards. All financial returns and benefits employees receive because of their employment connections are considered compensation (Akbar et al., 2021). Meanwhile, according to Sinambela et al. (2018) state that compensation is part of a reward system that only focuses on economic aspects. However, with the growing belief that systems influence individual behavior in a broader context, the compensation system must be distinct from the overall reward system provided by the organization (Dini & Deviastri, 2023).

Motivation

Motivation involves the existence of motives, impulse triggers, and factors that encourage an action. In another context, motivation is a concept that reflects the forces that encourage employees to initiate and guide their behavior. Essentially, motivation is an activity that produces, directs and maintains human behavior because managers, according to the definition, cannot work without involving other people (Hidayat, 2021). According to Hidayat (2021), motivation is basically a combination of the needs, desires and desires of everyone. Therefore, employee motivation can be interpreted as a process in which an organization or institution provides inspiration to its employees to achieve the organization's goals. Motivation arises from employee behavior when they face situations and conditions in the workplace. Apart from that, motivation is considered a positive thing that can guide employees to work in accordance with the vision and mission of the company where they work (Muslikh & Simon, 2023)(Wijayanto & Dotulong, 2017).

Hypothesis

The Influence of Employee Engagement on Performance

Employee Engagement is an employee's ability to provide contributions that exceed expectations, and as a result, engaged employees tend to be more productive compared to their less involved colleagues (Febriansyah & Ginting, 2020). According to Macey and Schneider in Agus Hali (2019), employee engagement is positively related to employee performance. Employees who are emotionally, cognitively, and behaviorally engaged in their jobs and organizations perform better. The results of this research agree with research conducted by Lubis & Wulandari (2018), Parodya et al. (2022), Dewi et al. (2022), and Ramadan et al. (2022) related to employee engagement, which shows that Employee engagement has a positive and significant influence on employee performance. By referring to theory and supported by previous research, the following hypothesis can be formulated:

H1: Employee Engagement has a positive and significant effect on performance

The Influence of Mutations on Performance

According to Gunawan et al. (2017), mutation is an activity that involves moving workers from one work location to another. Although the term "mutation" is often interpreted as transfer, in fact, mutation covers a variety of activities, including workforce transfers, transfers of responsibilities, changes in employment status, and similar things. Meanwhile, transfer only refers to the physical transfer of labor from one place to another. Thus, mutation covers broader aspects than just the physical movement of labor. According to Sari (2020), good mutations can be a benchmark for companies in creating maximum performance, and previous research has shown that mutations have a positive and significant effect on employee performance. This result is supported by research by Dinsar (2021), Husain (2022), Eraku et al. (2023), and Maisura & Konadi (2023). By referring to theory and supported by previous research, the following hypothesis can be formulated:

H2: Mutations have a positive and significant effect on performance

The Influence of Compensation on Performance

According to Enny (2019), compensation is a type of reciprocity offered to employees as a sign of appreciation for their contribution and work to the organization. Compensation can take the form of direct and indirect financial assistance, as well as awards. All financial returns and benefits employees receive because of their employment connections are considered compensation (Akbar et al., 2021). According to Mangkunegara (2017) "Compensation is very important for employees and entrepreneurs," because compensation is a source of employee income and compensation is also a reflection of social status for employees. Employee compensation has a significant effect on employee performance, job satisfaction and motivation, as well as work results. This result is supported by research by Poluakan et al. (2019), Asmayana et al. (2018), Armansyah et al. (2020), and Tahir (2021) showing the results that compensation has a positive and significant effect on performance. By referring to theory and supported by previous research, the following hypothesis can be formulated:

H3: Compensation has a positive and significant effect on performance

The Influence of Motivation on Performance

According to Hidayat (2021), motivation is basically a combination of the needs, desires and desires of everyone. Therefore, employee motivation can be interpreted as a process in which an organization or institution inspires its employees to achieve the organization's goals. Motivation arises from employee behavior when they face situations and conditions in the workplace. Apart from that, motivation is considered a positive thing that can guide employees to work in accordance with the vision and mission of the company where they work (Wijayanto & Dotulong, 2017). This finding means that employees who are highly motivated at work are more likely to perform well. This result is supported by research by Kariyamin, Nasir Hamzah, Niniek Lantara (2020), Noor and Mulyono (2020), Akbar et al. (2022), and Yasa (2018) showing that motivation has a positive and significant effect on performance. By referring to theory and supported by previous research, the following hypothesis can be formulated:

H4: Motivation has a positive and significant effect on performance

Research Conceptual Framework

This research will explain the influence of Employee Engagement, Transfers, Compensation and Motivation on Employee Performance. Employee Engagement, Transfers, Compensation, and Motivation influence Employee Performance. So, research conceptual framework for this research in the following picture:

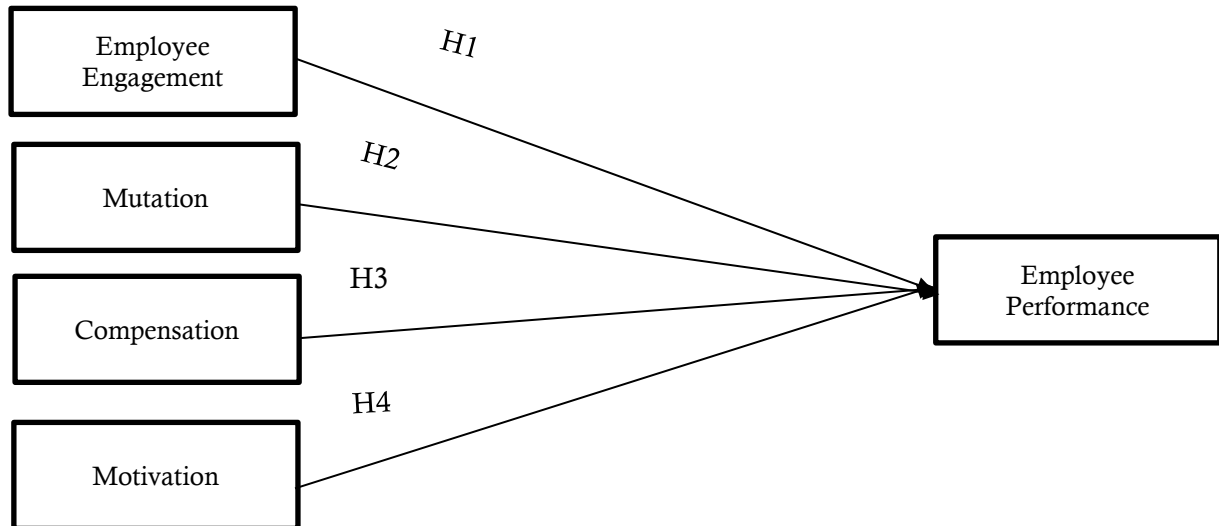


Figure 1. Conceptual framework

3. Data and Method

Types of research

The type of research used in this research is explanatory, meaning research that describes the position of the variables studied and the relationship between one variable and another variable by evaluating the hypothesis that has been developed (Sugiyono, 2017). This research was conducted with the aim of determining the influence of employee engagement variables, mutation variables, compensation variables and motivation variables on performance variables.

Data Types and Sources

The type of data in this research uses subject data, namely KPP Pratama Jakarta Cakung employees. The selection of employees from KPP Pratama Jakarta Cakung as research subjects is based on several factors, including their relevance to the study's goals, as their engagement, compensation, motivation, and transfers significantly affect employee performance. These factors are critical to analyze in a governmental office, like a tax service office, where employee performance directly impacts public service quality. Additionally, the specific organizational structure and environment at KPP Pratama Jakarta Cakung offer a rich context to observe the influence of these variables on performance, making it an ideal subject for the research.

Method of collecting data

This research uses a data collection method in the form of a survey using a questionnaire instrument. A questionnaire is a data collection technique in which respondents are given a series of written statements or statements to answer (Sugiyono, 2017). The data collected was sourced directly from KPP Pratama Jakarta Cakung employees, which contained several written statements with the aim of being answered by the employee.

Population and Sample

Population

According to Sugiyono (2017), population is a general area consisting of things or subjects that have certain characteristics and characteristics to be determined by researchers and then draw conclusions. This research uses a population of civil servant employees at KPP Pratama Jakarta Cakung.

Sample

According to Sugiyono (2017), the sample represents several population characteristics and is anticipated to represent the population in this study accurately. The research technique used is a non-probability sampling technique, namely Saturated Sampling. Saturated sampling is a sampling strategy in which all members of the population are used as samples. Thus, the sample chosen was 6 KPP Pratama Jakarta Cakung work units, totaling 89 people.

Data analysis method

This research used the Partial Least Square Structural Equation Modeling (PLS-SEM) method. Data analysis was processed using SmartPLS 3.0 software.

4. Results

Structural Model Evaluation

Evaluation of this model involves using certain measures by following the recommended rule of thumb, as stated in Table 7. This evaluation aims to assess the extent to which the model built is in accordance with existing data and whether the relationship between the variables studied has proven significant based on predetermined criteria. The results of this structural model evaluation will help determine the extent to which employee engagement, transfer, compensation, and motivation influence performance in the context of this research.

Table 1. Structural Model Evaluation Results

Evaluation Measures	Criterion Rules	Model Test Results
R-Square	Very strong model ≥ 0.70 , strong $0.46 - 0.70$, moderate $0.26 - 0.45$, weak ≤ 0.25	$R^2 = 0.506$
Q^2 predictive relevance	$Q^2 > 0$ = the model has predictive relevance, $Q^2 < 0$ = the model lacks predictive relevance	$Q^2 = 0.266$
Tenenhaus Goodness of fit (GoF)	Small if ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	(GOF) = 0.549

Source: Processed based on research results (2023)

Table 1 shows the model evaluation results, which show that this model is highly suitable for explaining the influence between variables, as shown by the Tenenhaus Goodness of Fit (GoF) value of 0.549.

Furthermore, the R^2 value (coefficient of determination) for the variable's employee engagement, transfer, compensation, motivation and employee performance is 0.506. This result means that around 50.6% of the variation in employee performance can be explained by the combined influence of employee engagement, transfer, compensation, and motivation; the rest, around 49.4%, is influenced by other factors not discussed in this study. In addition, based on the R^2 value, it can be concluded that this model is strong ($R^2 = 0.506$) because this value falls within the general criteria ($0.46 - 0.70$) for assessing the strength of the model.

The results of the Q^2 test also show that this model is relevant in predicting relationships between variables (predictive relevance), with a Q^2 value of around $0.266 > 0$. This value indicates that this model can be used to predict relationships between variables well. Overall, the results of this study indicate that the model is strong in explaining and predicting the relationships between the variables studied.

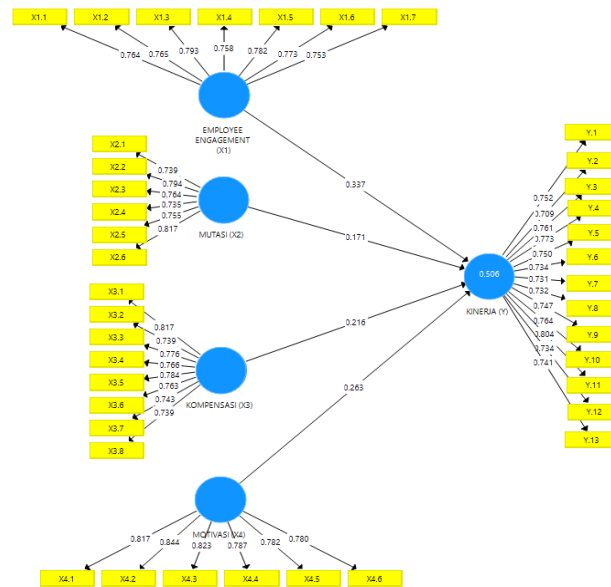


Figure 2. Path Diagram Between Research Variables

The results of the structural model test are used to analyze how certain variables affect other variables. From the figures, there is a direct influence of variables such as employee engagement, transfer, compensation, and motivation on employee performance. A p-value of less than 0.05 is in accordance with commonly used statistical criteria, indicating that these influences are statistically significant. The smaller the p-value, the stronger the statistical evidence. A p-value of 0.000 indicates that the relationship between these variables and employee performance is highly statistically significant, which is a very strong finding in this analysis.

Hypothesis Testing of Research

Hypothesis testing in this study is based on the results of the Inner Model (structural model) test, which includes the R-square output, parameter coefficients, and t-statistics. To determine whether a hypothesis is accepted or rejected, you pay attention to the significant value between constructs, t-statistics, and p-values. This hypothesis testing was carried out using SmartPLS (Partial Least Square) 3.0 software. t-Statistics considers a hypothesis to be accepted if its t-statistic is greater than 1.96. The results of this research hypothesis testing can be found in Table 2, and the research model can be described in Figure 2.

Table 2. Results of Research Hypothesis Testing

Variable relationship	Original sample (O)	T statistics (O/STDEV)	P values	Information
Employee Engagement -> Performance	0.337	3.743	0.000	Significant
Transfer -> Performance	0.171	1.995	0.046	Significant
Compensation -> Performance	0.216	2.168	0.030	Significant
Motivation -> Performance	0.263	2.468	0.014	Significant

Source: Processed based on research results (2023)

The test results show that Employee Engagement, Mutation, Compensation, and Motivation have a significant influence on Employee Performance at KPP Pratama Jakarta Cakung. Employee Engagement has the greatest influence, with a coefficient value of 0.337 and a T-statistic value of 3.743 ($p = 0.000$), which indicates a positive and significant relationship. Mutation has an effect with a coefficient of 0.171 and a T-statistic of 1.995 ($p = 0.046$). Compensation also has a significant effect with a coefficient of 0.216 and a T-statistic of 2.168 ($p = 0.030$). Finally, motivation has a positive effect with a coefficient of 0.263 and a T-statistic of 2.468 ($p = 0.014$).

5. Discussion

The influence of employee engagement on employee performance

Based on the results of research hypothesis testing. Employee engagement has a direct effect on employee performance with the beta coefficient value of employee engagement on employee performance and the t-statistic being larger with a p value of smaller. This result means that employee engagement has a positive and significant impact on performance. This finding happens because employees who feel deeply involved in work, have a high level of focus on tasks, and feel happy doing them tend to achieve better work results. High involvement and focus on work have a positive impact on performance. According to Lewiuci and Mustamu (2019), an employee is very enthusiastic, completely focused, and very serious in carrying out his duties. While working, they feel that time passes so quickly that it is difficult to tear themselves away from work. The results of this research are in line with research conducted by Lubis and Wulandari (2018), Parodya et al. (2022), Dewi et al. (2022), Ramdan et al. (2022) that Employee Engagement has an influence which is positive and significant on employee performance.

The Influence of Mutations on Employee Performance

Based on the results of research hypothesis testing. Mutations have a direct effect on employee performance with the mutation beta coefficient value on employee performance and the t-statistic, which is greater than the smaller p value. This result presents that mutations have a positive and significant influence on performance. This finding happens because employees who experience transfers tend to face situations where they interact with individuals who have greater authority and duties. Thus, transfers can improve employee performance because they are faced with new challenges and opportunities in their enhanced roles. According to Aditianto et al. (2020), employees who experience transfers in accordance with their aspirations and qualifications will be more motivated, which in turn will increase their commitment to the organization. Transfers carried out in companies aim to overcome routine work and provide opportunities for employees to develop. The placement of new employees also plays an important role in achieving organizational goals and expectations. When employees experience promotions and increases in income after transfer, this will create a strong sense of loyalty to the organization, and employees will feel happy to continue their careers at the company. The results of this research are in line with research conducted by Dinsar (2021), Husain (2022), Eraku et al. (2023), and Maisura and Konadi (2023) that mutations have a positive and significant influence on employee performance.

The Influence of Compensation on employee performance

Based on the results of research hypothesis testing. Compensation has a direct effect on employee performance with the beta coefficient value of compensation on employee performance and the t-statistic, which is greater than the p-value, which is smaller than. This result shows that compensation has a positive and significant influence on performance. This condition happens because employees who work overtime are entitled to receive additional wages according to company policy, and companies can also provide additional bonuses to employees as appreciation for certain performance or achievements. According to Onibala et al. (2017), when employees receive compensation commensurate with their contribution to the company, they will be motivated to give their best to the company. In situations like this, employees will try to maintain or even improve their performance in the company environment. The results of this research are in line with research conducted by Poluakan et al. (2019), Asmayana (2018), Armansyah et al. (2020), and Tahir (2021) that compensation has a positive and significant influence on employee performance.

The Influence of Motivation on employee performance

Based on the results of research hypothesis testing. Motivation has a direct effect on employee performance, with the beta coefficient value of motivation on employee performance and the t-statistic being greater than the p-value smaller. This finding proves that motivation has a positive and significant effect on performance. This result presents that employees who actively interact, collaborate, and build positive relationships with co-workers within the organization tend to have higher levels of well-being and greater satisfaction with their work. Apart from that, close relationships between employees also have the potential to improve their performance positively.

According to Mantikei and Syamsudin (2020), every employee, in carrying out their duties, is motivated, which plays an important role because motivation is one of the factors in shaping individual behavior. This motivation is closely related to the diverse needs and desires of each employee. In this way, motivation has a direct impact on employee performance, and this will contribute to the provision of high-quality services. In other words, when employees have high motivation, their performance tends to be optimal, which will ultimately result in good service (Mantikei & Syamsudin, 2020). The results of this research are in line with research conducted by Kariyamin et al. (2020), Noor and Mulyono (2020), Akbar et al. (2022), and Yasa (2018) that motivation has a positive and significant influence on performance.

6. Conclusion

Based on the results of the analysis and discussion, the conclusion of the influence of Employee Engagement, Transfer, Compensation, and Motivation on Employee Performance in this research is as follows: Employee engagement found at KPP Pratama Jakarta Cakung has a positive and significant effect on employee performance. The mutations found in KPP Pratama Jakarta Cakung have a positive and significant effect on employee performance. The compensation contained in KPP Pratama Jakarta Cakung has a positive and significant effect on employee performance. The motivation contained in KPP Pratama Jakarta Cakung has a positive and significant effect on employee performance. Employee engagement, transfers, compensation and motivation contained in KPP Pratama Jakarta Cakung have a significant influence. Managerial Implications. Organizations should prioritize enhancing employee engagement by fostering a positive work environment and ensuring open communication channels, as this significantly boosts performance. Additionally, careful management of employee mutations or transfers can maintain motivation and morale, preventing disruptions in productivity. Compensation strategies should be competitive and aligned with employee expectations to incentivize high performance. Lastly, continuously fostering motivation through recognition, career development opportunities, and a supportive management approach is essential for maintaining high levels of employee performance.

Recommendation

Future researchers are advised to expand the scope of research by including additional variables that might influence employee performance, such as work environment, management policies, and organizational culture, to obtain a more comprehensive picture. In addition, research can be conducted in various agencies or other sectors to test whether the results obtained are consistent across various contexts.

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