Effect of Work Movements, Job Promotion, and Compensation towards Employee Performance (Study at Ibnu Sina Simpang Empat Islamic Hospital)

Mai Yuliza[1], Mezi Desri[2], Nasfi[3]

[1,2]Management Department, Sekolah Tinggi Ilmu Ekonomi Pasaman, Padang – Indonesia
[3]Management Department, STES Manna Wa Salwa, Padang – Indonesia

Abstract

The role of human resources has a critical and strategic position in the organization to achieve goals. Human resources are essential for companies in managing and utilizing employees to function productively to achieve company goals. This study's objectives are to analyze and provide empirical evidence on the effect of work movements, job promotion, and compensation on employee performance at the Ibnu Sina Simpang Empat Islamic Hospital. The type of research used in this research is quantitative research. This study's population was all Islamic Hospital Ibnu Sina Simpang Empat, totaling 239 employees, and the final sample counted as many as 150 employees. The data analysis technique used multiple linear regression analysis. This research aims to analyze and provide empirical evidence on work movements, job promotion, and compensation on employee performance at the Ibnu Sina Simpang Empat Islamic Hospital, Pasaman Barat, Sumatera Barat with yields as follows: (1) Work Movements is not affect employee performance significantly. (2) Job Promotion is affecting employee performance significantly. (3) Compensation is affecting employee performance significantly. (4) Work Movements, Job Promotion, and Compensation is affecting employee performance simultaneously. Work Movements, Job Promotion, and Compensation to employee performance variables have contributed a level of strength, i.e., 52,6 percent.

INTRODUCTION

The role of human resources has a critical and strategic position in the organization to achieve goals. Human resources are essential for business in managing, and exploiting employees to function productively to reach organization goals. Human resources in the firms have need of to be managed professionally to balance the needs of employees and the assertions and capabilities of the company organization (Mazur & Walczyna, 2020). Human resources are the only resources with feelings, desires, skills, knowledge, encouragement, power, and work. All of these human resource potentials affect the organization's efforts to achieve goals (Sutrisno, 2019, hal. 3). Based on the Global Report from Deloitte, human resource management is the handling of various problems within the scope of employees, employees, laborers, managers, and other workers to be able to support the activities of an organization or company to achieve a predetermined goals (Geller & Mazor, 2011). The another important factor supporting individual or organizational performance is the use of the web or cloud-based technology to support their business with the concept of digitization, which makes it much easier in terms of managing information systems (Jou & Wang, 2013; Husain & Budiyantara, 2020). Hereinafter, Good HR in a company can affect the level of success of the organization. The level of organizational success, i.e., achieving organizational goals supported by optimal employee performance. High performance requires motivation and organizational support (Putri, Haryadi, & Anggraeni, 2018). Both of them in the era of the industrial revolution 4.0, of course, are very dependent on one another.

The individual performance of its employees greatly influences the success of an organization. Of course, achieving performance goals requires employees who have good performance who work effectively and efficiently and hospital organizations that

require quality human resources and can provide services to the community. To improve hospitals' performance and competitiveness, high-performance employees with the ability to understand the hospital conditions and the public's will are needed so that they can create maximum, productive, and innovative performance results.

In context of international human resource management (IHRM), the 'softer' culturalist perspective draws concern to cultural specific in terms of the differing values, ideas, and beliefs shared by people within any given society. These aspects will then be taken into the organizational setting and uniquely influence an individual's workplace behavior (Nickson, 2007, hal. 41). Nowodays, the hospital as a health institution is growing rapidly. Hospitals are required to improve the quality of their services to compete to be the main choice for the community. According to the Indonesian Ministry of Health in 2009, the hospital is a health service institution for the community with its unaccompanied characteristics. It is affected by the cultivation of health science, technological progress, and the community's socio-economic life, which must continue to be able to improve quality services (Vika Ayu & Ernawati, 2015).

The Ibnu Sina Simpang Empat Islamic Hospital is a company or private organization engaged in the service sector located in West Pasaman Regency, which aims to provide health services for West Pasaman and its surroundings. Following the hospital's mission, namely implementing quality services and prioritizing patient safety, completing resources, facilities, and infrastructure, increasing the professionalism of service providers, and applying Islamic values in providing services at the hospital. The Ibnu Sina Simpang Empat Islamic Hospital, which has been fully accredited, continues to organize itself and improve service quality by providing excellent service to the community. Currently, the Ibnu Sina Simpang Empat Islamic Hospital consists of four floors and several other supporting rooms, namely the Emergency Room (UGD), a Polyclinic room consisting of Cardiac, ENT, Dental, Obstetrics, Eyes, Nerves, Surgery, Bones, Children, and Lungs. Pulmonary, Internal Medicine, Physiotherapy and Geriatrics, then Operating Rooms and inpatient rooms consisting of ICU, Safa, Perinatology, Marwa, Arafah, and Mina.

Based on the results of observations and interviews with informants thru the pre-survey stage. The problems faced are applying for transfer and promotion at the Ibnu Sina Simpang Empat Islamic Hospital, which is still not following employees' level of expertise. Many employees are dissatisfied with information on job promotions conducted by the company that is not objective and fair. Employees are not given the same opportunity to follow procedures in filling vacancies in a position. Whereas the theory states that if the promotion is given to competent people, its performance will increase (Rivai, 2015). Another problem faced was the compensation received by the Ibnu Sina Simpang Empat Islamic Hospital employees, namely direct compensation (salary, services, incentives, allowances) and indirect compensation (health insurance, work uniform facilities). The organization is obliged to use various rewards to attract and retain and motivate its employees to achieve goals.

Research Objectives
Empirical inquiries seeking to link HR reforms and organizational performance have been attempted with some success in health care settings (Wilkinson, Muurlink, Awan, & Townsend, 2018). Based on the preposition's formularization above, this study's objectives are to analyze and provide empirical evidence on the effect of work movements, job promotion, and compensation on employee performance at the Ibnu Sina Simpang Empat Islamic Hospital, Pasaman Barat, Sumatera Barat.

Performance
Employee performance plays an important role in achieving organizational goals and advancing the abilities of employees because it can provide work morale that fosters self-confidence. Performance is the comparison of the work achieved by employees with predetermined standards. Performance can also be interpreted as work performance or work implementation, or performance (Sidanti, 2015). Performance is the achievement or achievement of an employee concerning the tasks assigned to him (Marwansyah, 2016, hal. 228). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities assigned/assigned to him (Mangkunegara, 2017, hal. 9). From some of the references above, it can be concluded that performance is a person's success in carrying out the tasks given by the company and which is mandated

both in terms of quality or one's ability to interpret tasks and how many employees provide the ability with sacrifices made as to the goal of achieving result satisfaction—The maximum to the company. The reach of employees' performance yield and output recognized by the organization where they did and characterized by skills, effort, and nature of work conditions is the composite of the section which represents better employees' performance (Suharto, Suyanto, & Hendri, 2019).

Performance indicators consist of (1) Quality; work quality is measured by employees' perceptions of the quality of work produced and the perfection of tasks on employees' skills and abilities. (2) Quantity; represents the amount produced expressed in terms such as the number of units, the number of activity cycles completed. (3) Punctuality of time; is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities. (4) Effectiveness; is the level of use of organizational resources (workforce, money, technology, raw materials) maximized to increase each unit's use of resources. (5) Independence; It is the level of an employee who will later carry out their work functions and work commitment. It is a level where employees have a work commitment to the agency and employee responsibilities to the office (Robbins & Coulter, 2016).

Movements

Movements is a routine activity of a company to be able to implement the principle of 'the right men on the right place' (Daryanto, 2013, hal. 41). The movements can also occur within one institution, for example from unit to part of another unit (Manullang, 2012). Movements are activities to move workers from one place of work to another. Movements include activities to move workers, transfer of responsibilities, transfer of employment status, and the like (Hasibuan, 2017, hal. 111). Based on the above definitions, it can be concluded that movement is a process of moving an employee's position/job to another position/job which is considered to be of the same level or equivalent. The movements that are carried out can increase effectiveness and efficiency. Therefore, it is necessary to evaluate each worker objectively. Several factors that are considered objective and rationale must be considered, namely: (1) movements are caused by manager policies and regulations; (2) movements based on the principle of The right man on the right place; (3) movements as a basis for increasing working capital; (4) Movements as a medium for maximum competition; (5) Movements as a step for promotion; and (6) Movements must be coordinated (Hasibuan, 2017, hal. 102).

Movements indicators consist of: (1) Mutation frequency, namely the frequency of mutations in the organization. (2) Reasons for the transfer, namely the factors that support the transfer's implementation, whether it comes from the company or from the employee itself. (3) Accuracy in carrying out mutations adjusted to employee workability, level of education, length of tenure, responsibilities or workload, pleasure or desire of employees, applicable policies or regulations, and the suitability between the old position and the current position (Nitisemito, 2013; Ambarita & Ridho, 2015).

Job Promotion

After we know that promotion is basically a change from a lower level to a higher level followed by an increase in duties, powers, and responsibilities. Types of promotion include: (1) Temporary Promotion, which is a form of promotion that is carried out for a temporary period, this promotion is usually used if you have to fill an empty position for a while because the official concerned is sick, on leave, or is attending education. To fill the vacancy, one of the employees is appointed temporarily to carry out the position's duties; (2) Permanent Promotion; an employee is promoted from a position to a higher position because the employee has met the requirements promoted. This promotion is permanent; (3) Small Scale Promotion; increasing an employee's position from a position that is not difficult to transfer to a difficult position that requires certain skills but is not accompanied by an increase in authority, responsibility, and salary; and (4) Dry Promotion; an employee is promoted to a higher position accompanied by an increase in rank, authority, and responsibility but not accompanied by an increase in salary or wages (Hasibuan, 2017, hal. 112).

Job promotion indicators consist of: (1) Work experience, every employee who has reached a certain service period should get a promotion. (2) The education level is important in providing promotion because higher education and position be given. (3) Job performance is employees who are given promotions are certainly high achievers. (4)

Career advancement is an employee who is promoted will be able to enhance the employee's career, and (5) Justice is the promotion of promotion must be based on the principle of fairness so that the implementation of the promotion does not cause conflict in the organization (Nitisemito, 2013, hal. 112-113).

Compensation

Compensation is "any form of payment or compensation given to an employee and arising from the employee's employment." (Dessler, 2015, hal. 417). Employees who work in an organization definitely need compensation or compensation that is sufficient and fair; if possible, it is quite competitive compared to other organizations or companies. A good compensation system will greatly affect the morale and productivity of a person. A good compensation system needs to be supported by a rational method that can result in a person being paid or compensated according to the work guidance. Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for the company's services. Establishing a potent compensation system is an essential section of human resource management as it aids attract and resist talented jobs. Besides, the company's compensation system has an impact on strategic performance (Alwi, 2017).

Compensation indicators consist of: (1) Salary and wages (rights received by employees because of compensation to the company); (2) Incentives (additional compensation beyond salary and wages provided by the company); (3) Facilities (compensation provided by the company to employees to support the smooth running of work and motivate employees to work morale); (4) Allowances (additional compensation provided under company policy to all employees to improve employee welfare) (Hasibuan, 2017).

Previous Research, Conceptual Framework, Hypothesis Development

The yields of several previous studies about employee performance include (1) Christilia O. Posuma, which researches Ratumbuysang Manado Hospital's object research with the test of three competence, compensation, and leadership of factors in the March-July 2013 period. This study involves 77 final samples of hospital employees. The results showed that competence, compensation, and leadership had a simultaneous effect on employee performance, but partial leadership did not significantly influence employee performance. (2) Anton Tirta Komara and Nelliwati Euis, which researches Regional General Hospital's (RSUD) in Bandung City, object research with the test of three compensation, motivation, and job satisfaction factors in 2014. This study involves 183 respondents of civil servants. The results showed that compensation, motivation, and job performance had a simultaneous and partial effect on employee performance. (3) Luh Putu Darmika Yani, Gede Putu Agus Jana Susila, and I Wayan Bagia, which researches Hotel Bali Handara Golf and Country Club Resort, object research with the test of a job promotion and compensation factors in 2016. This study involves 50 respondents of employees. The results showed that job promotion and compensation had a simultaneous and partial effect on employee performance. (4) Taufiqurrahman Noor, which researches Religious Affairs Office in Banjarbaru City, object research with movements, promotions, and cultural organization factors in 2017. This study involves 116 respondents of civil servants. The results showed that movements, promotions, and cultural organization had a simultaneous and partial effect on employee performance. (5) Anrio Muaja, Sri Murni, and Luckey O.H. Dutolong, which researches Hasjrat Abadi (Sudirman) Manado corporation, object research with a job promotion, work mutations, and compensation factors in 2018. This study involves 62 final samples of corporation employees. The results showed that job promotion and had a simultaneous and partial effect on employee performance. The results showed that job promotion, work mutations, and compensation had a simultaneous effect on employee performance, but partial work mutations did not significantly influence employee performance. The research above is that there is a gap, namely that several factors that affect employee performance do not significantly affect leadership and work movements. They are summarized into the conceptual framework for formulated variables or construct.

The frame of mind is a draftual model of how the theory relates to various factors that have been recognized as important necessaries (Sugiyono, 2017, hal. 60). This technique is needed to formulate an alternative hypothesis. The alternative hypothesis formulated using IPO (input-process-output) logic is combined into a

causal model (Sani, Pusparini, Rizal, Khristiana, Zailani, & Husain, 2020). The input in question is the entire recorded data, namely survey data on employees who actively work in Islamic hospitals, processing work movements, promotion, and compensation to produce output, namely employee performance which is processed using statistical analysis. Model compute in research this is described as follows:
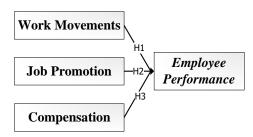

Figure 1: Research Model

Regarded on the conceptual framework described above, this research hypothesis is:

H₁: Work Movements affects the Employee Performance.

H₂: Job Promotion affects the Employee Performance.

H₃: Compensation affects the Employee Performance.

METHODS
Approach, and Type of of Research
The type of research used in this research is quantitative research. The research method used is associative, a study that aims to determine the relationship between one variable and another (Sugiyono, 2017, p14).

Population and Sample
This study's population was all Islamic Hospital Ibnu Sina Simpang Empat, totaling 239 people. In this study, the sampling technique used was the Probability Sampling method with a simple random sampling technique. This technique is random sampling so that all objects have the same opportunity to be selected as samples. In determining the sample size, researchers used the Slovin

formula with a significant level (α) of 5 percent, as the final sample counted as many as 150 employees.

Technique in Collectiong Data
The data collection technique is an attempt to obtain the data needed in research. The data collection techniques used were the interview method, the observation method, and the literature method. The instrument used in this study was a questionnaire with a 'Linkert' scale with 5 (five) points of gradation. Use of questionnaires to obtain data from each research variable was used. In this study, there are 4 (four) variables consisting of 3 (three) independent variables, namely, work movements, job promotion, and compensation, and 1 (one) dependent variable, namely the employee performance.

Technique in Data Analysis
The data analysis technique used multiple linear regression analysis. This analysis is used to determine how much influence two or more independent variables have on the dependent variable (Kuncoro, 2011). The multiple linear regression equation is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

RESULTS AND DISCUSSION
Results
Validity and reliability tests are carried out to ensure the research instrument is an accurate and reliable measuring tool. In the validity test in this study, if the correlation value is below 0.30, it can be concluded that the item is invalid, so it must be corrected or discarded for further research. Based on this, the data validity test results are above 0.30, which means that the instrument used is valid and reliable. The instrument is said to be reliable if it has a Cronbach's alpha value of at least 0.60 (Sugiyono, 2017, hal. 59) The results of the reliability test in this study are presented in the following table:

Table 1. Reliability Test Yields

Variables	Cronbach's Alpha Score	Std. Cronbach's Alpha	Conclusions
Work Movements (X1)	0.795	0.60	Reliable
Job Promotion (X2)	0.865	0.60	Reliable
Compensation (X3)	0.830	0.60	Reliable

Variables	Cronbach's Alpha Score	Std. Cronbach's Alpha	Conclusions
Employee Performance (Y)	0.918	0.60	Reliable

Source: Data Elaborate (2020)

According to on the test yields in the table above, it shows that the Work Movements (X1), Job Promotion (X2), Compensation (X3), and Employee Performance (Y) variables are declared reliable. This is evidenced by each variable having an alpha coefficient value more significant than Chronbach's Alpha 0.60. To find out whether the data is normally distributed or not, we use the Kolmogorov-Smirnov (K-S) statistical test based on the output in the following table:

Table 2. Normality Test Yields

Variables	Asymp. Sig. (2-tailed)	Conclusions
Work Movements (X1)	0.199	Normal Distributed
Job Promotion (X2)	0.136	Normal Distributed
Compensation (X3)	0.203	Normal Distributed
Employee Performance (Y)	0.235	Normal Distributed

Source: Data Elaborate (2020)

According to the yields of the data analysis table above, it is known that the significance value of the residual performance variable is 0.235. If the significance score is compared with alpha ($\alpha > 0.05$), it is proven that the significant sig score of alpha ($0.274 > 0.05$), the significance score of the work movements variable residual is 0.199 ($0.199 > 0.05$), the significance score of the residual job promotion variable is 0.136 ($0.136 > 0.05$), and the significance score of the residual variable compensation is 0.203 ($0.203 > 0.05$). Thus, it can be concluded that the data in this study were from 4 normally distributed variables.

Table 3. Multicollinearity Test Yields

Variables	Tolerance Score	VIF Score	Conclusions
Work Movements (X1)	0.910	1.099	Free of Multicollinearity
Job Promotion (X2)	0.395	2.534	Free of Multicollinearity
Compensation (X3)	0.384	2.606	Free of Multicollinearity

Source: Data Elaborate (2020)

According to the yields above, the tolerance score is 0.910 or > 0.1; The VIF score is 1.099 or < 10, the tolerance score is 0.395 or > 0.10 and the VIF score is 2.534 or < 10, the tolerance score is 0.384 or > 0.1, and the VIF score is 2.606 or < 10, meaning that each of the work movements, job promotion, and compensation variable does not have multicollinearity symptoms. To test the presence or absence of heteroscedasticity, it can view from the Scatterplot Plot graph. If there is a certain pattern, such as dots that form a certain pattern which is regular wavy, widened, and sideways), it can be interpreted that there has been heteroscedasticity or vice versa.
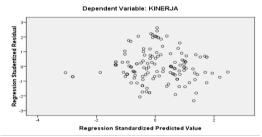

Figure 2: Scatterplot

The scatterplot graph above shows that the residual data in the regression model spreads randomly below and above the number 0 on the Y-axis and does not form a certain pattern. Thus the regression model in this study did not occur heteroscedasticity symptoms. To determine whether the regression equation function used is linear, it can be the view from the P-P Plot as follows:
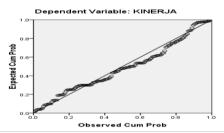
Figure 3: Linearity Test

From the p-p plot graph above, it can be seen that the points move towards the regression model with a linear line, so it can be concluded that the regression model of this study is linear. The heteroscedasticity test is useful for testing whether a population group's variation from one observation to another is constant. It is called homoscedasticity. If it is different, it is called heteroscedasticity.

According to the data analysis in the table above, the results of the multiple linear regression equation are as follows:

$$Y = 8.419 - 0.169X_1 + 0.612X_2 + 0.415X_3 + e$$

Table 4. Summary of Regression Test Yields

R-*Square* (Adj.)	0.526	Sig. Score (F)	0.000
Variables	**Coefficients**	**Sig. Score (t)**	***Conclusions***
Constant	8.419	0.002	
Work Movements (X1)	-0.169	0.141	H_1, Reject
Job Promotion (X2)	0.612	0.000	H_2, Accept
Compensation (X3)	0.415	0.003	H_3, Accept

Source: Data Elaborate (2020)

To determine each independent variable's impact on the dependent variable, it can be the view from the regression coefficient value with the existing significance level. Work Movements (X1) has no significantly affected the Employee Performance, with a significant score of more than 0.05, i.e., 0.141. Job Promotion (X2) has significantly affected Employee Performance, with a significant score of less than 0.05, i.e., 0.000. Compensation (X3) has significantly affected Employee Performance, with a significant score of less than 0.05, i.e., 0.003. Hereinafter, F-statistic, Work Movements, Job Promotion, and Compensation have affected Employee Performance with a significant score of less than 0.05, i.e., 0.000. Besides, the magnitude of the value of the contribution of the three factors above results in 0.526, meaning that 52.6 percent is strong enough to explain employee performance in Islamic Hospital Ibnu Sina Simpang Empat.

Discussions
Work Movements in imply from employee performance in Islamic Hospital Ibnu Sina Simpang Empat yields coefficients score as the minus of 0.169 (Table 4). It means that the coefficient results show a negative and significance of more than 0.05, so that does not affect is work movements towards employee performance. This contrivance in line with the previous study shows that work mutations did not significantly influence employee performance (Muaja, Murni, & Dotulong, 2018). This study's yields show conformity with Locke's Goal Setting Theory, which explains that employees who understand the goals and expectations of a leader for their performance will not deviate from their behavior when under pressure from superiors or complex assignments. One of the complex assignments here is when the employee has to feel the transfer. Movements carried out at the Ibnu Sina Simpang Empat Islamic Hospital are limited to moving rooms. Mutations are consequences that are known and ready to run. Therefore, mutations do not affect the performance of employees at the Ibnu Sina Simpang Empat Islamic Hospital. Hereafter, this contrivance, in contrast with the previous study, showed that work movements have significantly influence spirit of work (Ambarita & Ridho, 2015), and employee performance (Noor, 2017)

Job Promotion in implies from employee performance in Islamic Hospital Ibnu Sina Simpang Empat yields a coefficient score of 0.612 (Table 4). It means that the coefficient results show strength and significance of less than 0.05, so that does affect is job promotion towards employee performance. This contrivance, in line with the previous study, showed that job promotion have significantly influence employee performance (Yani, Susila, & Bagia, 2016; Noor, 2017; Muaja,

Murni, & Dotulong, 2018). Job promotion can affect employee performance. By giving promotion to an employee, employees who receive a promotion will have high performance. Still, employees who do not receive a promotion will also have more motivation to work better and get the same thing as other employees who receive a promotion. Therefore, it is better if the Ibnu Sina Simpang Empat Islamic Hospital should provide a fair and transparent promotion following the employee's performance. Thus, promotion is one factor that must be considered to get better employee performance to achieve organizational goals.

Compensation in implies from employee performance in Islamic Hospital Ibnu Sina Simpang Empat yields a coefficient score of 0.415 (Table 4). It means that the coefficient results show quite a strength and significance of less than 0.05, which affects employee performance. In line with the previous study, this contrivance showed that compensation promotion has significantly influenced employee performance (Posuma, 2013; Komara & Euis, 2014; Yani, Susila, & Bagia, 2016; Alwi, 2017; Muaja, Murni, & Dotulong, 2018). Maintaining and increasing the existing compensation can motivate employees and be more enthusiastic at work. The performance of employees at the Ibnu Sina Simpang Empat Islamic Hospital will also increase and get work performance per the organization's expectations.

Work Movements, Job Promotion, and Compensation in implies from employee performance in Islamic Hospital Ibnu Sina Simpang Empat yield a coefficient score of 0.000 (Table 4) as F-statistics probability. It means that the coefficient results show a significance score of less than 0.05, i.e., 0.000. In line with the previous study, this contrivance showed that work movements, job promotion, and compensation promotion have together significantly influenced employee performance (Muaja, Murni, & Dotulong, 2018).

CONCLUSION

This research aims to analyze and provide empirical evidence on work movements, job promotion, and compensation on employee performance at the Ibnu Sina Simpang Empat Islamic Hospital, Pasaman Barat, Sumatera Barat with yields as follows: (1) Work Movements is not affect employee performance significantly. (2) Job Promotion is affecting employee performance significantly.

(3) Compensation is affecting employee performance significantly. (4) Work Movements, Job Promotion, and Compensation is affecting employee performance simultaneously. The contribution value obtained from 0.526 shows that around 52.6 percent of Employee Performance can be explained by the Work Movements (X1), Job Promotion (X2), and Compensation (X3). Or practically, it can view that the contribution of Work Movements, Job Promotion, and Compensation to employee performance variables quiet strength.

Ibnu Sina Simpang Empat Islamic Hospital management needs to pay attention to employee transfer that has not been maximal; a comprehensive evaluation is necessary considering this aspect tends to be related to other aspects such as compensation, job promotion, and another. Management also needs to make career development to manage human resources, especially those related to the three aspects, namely transfer, promotion, and compensation. Further research can add other variables such as organizational culture, work climate, job satisfaction, and employee involvement to contribute to other sectors to improve employee performance.

REFERENCES

Alwi, M. (2017). Pengaruh Kompensasi, Kompetensi, Dan Motivasi Terhadap Kinerja Karyawan CV. XYZ. *Jurnal Logika, 19*(1), 73-87.

Ambarita, A. J., & Ridho, H. (2015). Pengaruh Mutasi Terhadap Semangat Kerja Pegawai Negeri Sipil Pada Kantor Pelayanan Pajak Pratama Kota Pematang Siantar. *PERSPEKTIF, 8*(2), 527-533. https://doi.org/10.31289/perspektif.v5i2.177

Daryanto. (2013). *Mutasi Dalam Meningkatkan Gairah Kerja.* Jakarta: Reika Cipta.

Dessler, G. (2015). *Human Resources Management.* England: Pearson Education Limited.

Geller, J., & Mazor, A. H. (2011). *Global Business Driven HR Transformation: The Journey Continues.* Londok, UK: Deloitte Development LLC.

Hasibuan, M. S. (2017). *Manajemen Sumber Daya Manusia (Cetakan ke-18)* (Revisi ed.). Jakarta: PT Bumi Aksara.

Husain, T., & Budiyantara, A. (2020). Analysis of Control Security and Privacy Based on e-Learning Users. *SAR Journal, 3*(2), 51-58. https://doi.org/10.18421/SAR32-01

Jou, M., & Wang, J. (2013). Observations of achievement and motivation in using cloud computing driven CAD: Comparison of college students with high school and vocational high school backgrounds. *Computers in Human Behavior, 29*(2), 364-369. https://doi.org/10.1016/j.chb.2012.08.001

Komara, A. T., & Euis, N. (2014). Pengaruh Kompensasi, Motivasi dan Kepuasan Kerja terhadap Kinerja Pegawai Negeri Sipil di Lingkungan RSUD Bandung. *Jurnal Ekonomi, Bisnis dan Entrepreneuship, 8*(2), 73-85.

Kuncoro, M. (2011). *Metode Kuantitatif : Teori dan Aplikasi untuk Bisnis dan Ekonomi.* Yogyakart: Sekolah Tinggi Ilmu Manajemen YKPN.

Mangkunegara, A. A. (2017). *Manajemen Sumber Daya Manusia Perusahaan.* Bandung: PT. Remaja Rosdakarya.

Manullang, M. (2012). *Dasar-Dasar Manajemen Bagi Pimpinan Perusahaan.* Yogyakarta: Gajah Mada Press.

Marwansyah. (2016). *Manajemen Sumber Daya Manusia (Cetakan keempat)* (2 ed.). Bandung: CV Alfabeta.

Mazur, B., & Walczyna, A. (2020). Bridging Sustainable Human Resource Management and Corporate Sustainability. *Sustainability, 12*(21), 8987. https://doi.org/10.3390/su12218987

Muaja, A., Murni, S., & Dotulong, L. O. (2018). Pengaruh Promosi Jabatan, Mutasi Jabatan, Dan Kompensasi Terhadap Kinerja Karyawan Di PT. Hasjrat Abadi (Sudirman) Manado. *Jurnal EMBA, 6*(4), 2328 – 2337.

Nickson, D. (2007). *Human Resource Management for the Hospitality and Tourism Industries.* Oxford - UK: Elsevier Ltd. https://www.sciencedirect.com/book/97807 50665728/

Nitisemito, A. (2013). *Manajemen Personalia (Manajemen Sumber Daya Manusia)* (Cetakan VIII ed.). Jakarta: Ghalia Indonesia.

Noor, T. (2017). Pengaruh Mutasi, Promosi dan Budaya Organisasi terhadap Kinerja pegawai Kantor Kementerian Agama Kota Banjarbaru. *Jurnal Ilmiah Ekonomi Bisnis, 3*(2), 279-288. https://doi.org/10.35972/jieb.v3i2.105

Posuma, C. O. (2013). Pengaruh Kompetensi, Kompensasi dan Kepemimpinan terhadap Kinerja Karyawan pada Rumah Sakit Ratumbuysang Manado. *Jurnal EMBA, 1*(4), 646-656.

https://doi.org/10.35794/emba.v1i4.2748

Putri, K., Haryadi, & Anggraeni, A. I. (2018). The Influence of POS on Employee Performance with Job Satisfaction as a Mediator. *Journal of Accounting Management and Economics, 20*(2), 50-69. http://jos.unsoed.ac.id/index.php/jame/articl e/view/1035/

Rivai, V. (2015). *Manajemen Sumber Daya Manusia Untuk Perusahaan: Dari Teori ke Praktik* (3 ed.). Jakarta: PT. Raja Grafindo Persada.

Robbins, S. P., & Coulter, M. (2016). *Manajemen (Jilid 1 dan 2)* (13 ed.). (B. Sabran, & W. Hardani, Penerj.) Jakarta: Erlangga.

Sani, A., Pusparini, N. N., Rizal, R., Khristiana, Y., Zailani, A. U., & Husain, T. (2020). E-Business Adoption Models in Organizational Contexts on The TAM Extended Model: A Preliminary Assessment. *8th International Conference on Cyber and IT Service Management (CITSM 2020).* Pangkalpinang: UIN Syarif Hidayatullah. https://ieeexplore.ieee.org/abstract/docume nt/9268869/

Sidanti, H. (2015). Pengaruh Lingkungan Kerja, Disiplin Kerja dan Motivasi Kerja terhadap Kinerja Pegawai Negeri Sipil di Sekretariat DPRD Kabupaten Madiun. *Jurnal JIBEKA, 9*(1), 44-53.

Sugiyono. (2017). *Metode Penelitian Evaluasi: Pendekatan Kuantitatif, Kualitatif, dan Kombinasi.* Bandung: CV. Alfabeta.

Suharto, Suyanto, & Hendri, N. (2019). The Impact of Organizational Commitment on Job Performance. *International Journal of Economics and Business Administration, VII*(2), 189-206. https://doi.org/10.35808/ijeba/227

Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia* (Cetakan X ed.). Jakarta: Kencana Prenada Media Group.

Vika Ayu, R. D., & Ernawati, D. (2015). *Peran Penting Penulisan Diagnosis Utama dan Ketepatan Kode ICD-10 sebagai Data Base Surveilans Morbiditas Studi Kasus di RS Kota Semarang.* Semarang: Universitas Dian Nuswantoro.

Wilkinson, A., Muurlink, O., Awan, N., & Townsend, K. (2018, October 30). HRM and the health of hospitals. *Health Services Management Research, 32*(2), hal. 89-102. https://doi.org/10.1177/0951484818805369

Yani, L. P., Susila, G. P., & Bagia, I. W. (2016). Pengaruh Promosi Jabatan Dan Kompensasi Terhadap Kinerja Karyawan. *e-Journal Bisma | Jurusan Manajemen, 4*, 1-10.