



## LITERATURE REVIEW THE EFFECT OF MUTATION AND LEAVE ON MOTIVATION AND ITS IMPACT ON JOB SATISFACTION

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**Abstract:** Mutation and leave is an important thing for employees, especially for employees with agencies or companies that have a distribution of offices throughout Indonesia, the archipelago with geographical conditions of the archipelago and inadequate transportation network conditions, facilities, facilities and infrastructure of each region that is not good and evenly distributed. The pattern of employee placement that spread throughout Indonesia causes many employees to work far from homebase, so it is very important to conduct research on the influence of mutations and leave on motivation and its impact on job satisfaction. Previous relevant research is very important in a scientific article to solidify existing theories and phenomena of influence on variables. The overview given in this article is about the influence of mutations and leave on motivation and its impact on job satisfaction, a literature review of the management of human resources. The preparation of the article aims to compile a hypothesis about the influence of variables that will be used in the research. The research hasil from the library is: 1) mutations affect motivation; 2) Holidays affect motivation; 3) mutations affect job satisfaction; 4) Holidays affect job satisfaction; and 5) Motivation affects job satisfaction.

**Keyword:** Motivation, Job Satisfaction, Mutation and Leave

### INTRODUCTION

#### Background Problems.

As an effort to maintain and increase employee motivation to meet organizational expectations and of course will have an impact on employee job satisfaction, we know together many companies and central government agencies that have branch offices, marketing, services, representatives in almost all regions in Indonesia. The pattern of centralized recruitment and employee placement spread in offices throughout Indonesia, it certainly forms the pattern of most employees working away from homebase, so based on this fact researchers want to know how the influence of mutations and leave on motivation and its impact on employee job satisfaction.

Research in the form of thesis, thesis and dissertation is a mandatory thing that must be carried out by tax practitioners ranging from students, researchers, lecturers, professors and even now all functional positions require to conduct research that is poured in the form of

scientific articles and published in scientific journals as a prerequisite for fulfilling credit numbers.

The difficulty experienced by students, lecturers, and other researchers in conducting research is obtaining relevant supporting articles from previous research that are very useful for sharpening research theory, compiling hypotension, knowing the relationship of variable diantara, and discussing the results of research. Discussions will be conducted in this article about the effect of mutations and leave on motivation and how they impact job satisfaction (literature review of management of human resources).

### **Problem Formulation**

The formulation of the problem that will be carried out based on the background of the problem is a discussion to compile the next one as follows:

- 1) Do mutations have an effect on motivation?
- 2) Does leave have an influence on motivation?
- 3) Do mutations have an effect on job satisfaction?
- 4) Does leave have an effect on job satisfaction?
- 5) Does motivation have a job satisfaction?

## **LITERATURE REVIEW**

### **Motivation**

Motivation is a condition that moves employees to be able to achieve the goals of the motive (Mangkunegara, 2009). Motivation is a set of attitudes and values that influence an individual to achieve a specific thing according to an individual's goals (Veithzal Rivai, 2010). Motivation is a driving effort that causes someone to do something. (Robbins, 2008).

The dimensions and indicators of work motivation refer to theories proposed by Abraham Maslow (1943-1970), namely:

a) **Physiological Needs**

Physiological needs are the hierarchy of the most basic human needs that are the need for life can be seen from its indicators of the provision of facilities and infrastructure and the provision of rest opportunities .

b) **Safety Needs**

It can be seen from the indicators of feeling safe from the treatment of superiors, the guarantee of work safety and security from work.

c) **Social Needs**

It can be seen from the indicators of adjustment in the work environment and the need to work in groups.

d) **Recognition Needs (Esteem Needs)**

can be seen from the indicators of awarding, giving attention and conveying the ideas received.

e) **Self-Actualization Needs**

It can be seen from the indicators that provide opportunities to develop abilities, satisfaction, and the need to complete the job well.

Motivation Variables have been studied by previous researchers, namely (Aditianto et al., 2020), (Suprihati, 2014), (Riyanto, Sutrisno, and Ali 2017), (Prayetno and Ali 2020), (Chauhan, Ali, and Munawar 2019), (Rivai, Suharto, and Ali 2017), (Prayetno and Ali 2017), (Bastari, -, and Ali 2020) (Masydzulhak, Ali, and Anggraeni 2016), (Aima, Adam, and Ali 2017).

### Job Satisfaction

Job satisfaction is a good feeling about work, resulting from an evaluation of its characteristics (Robbins and Judge, 2015). Job Satisfaction is an emotional attitude that is fun and loves his work (Hasibuan, 2016). Job satisfaction is an employee's view of their work with fun or emotional displeasure. (Handoko, 2016).

The Job Satisfaction Indicator basically cannot be measured absolutely the standard of satisfaction, considering that the satisfaction standards of each individual are different. Indicator measurements are made against: Level of Discipline, Morals at work, and Turnover of workload

Job satisfaction indicator according to Robbins and Judge (2015) are: Completed work. Salary, Wages and Bonuses, Promotion, Mutation, Performance Supervision, and Co-workers

This job satisfaction has been conducted by several researchers including (Reflita et al., 2014), (Setioningtyas & Dyatmika, 2020), (Surata & Paramarta, 2015), (Silitonga, Widodo, and Ali 2017), (Harini et al. 2020), and (Masydzulhak, Ali, and Anggraeni 2016).

### Mutation

Mutation is a change in the organization both vertically and horizontally to the /position/place/job. (Hasibuan, 2017). Mutation is a routine activity of an organization to be able to carry out the principle of the right man on the right place (Maryoto, 2013). Mutation is an activity to move employees from units that have excess energy to parts that are lacking in energy or that require. (Nasution, 2012).

Dimensions or indicators of mutation according to Nitisemito are: Period of mutation implementation, Reasons on which mutations are based, Accuracy in issuing mutation decisions that pay attention to the following factors:

- Ability and performance of employees.
- Background and level of education.
- Tenure in the department.
- Workload that is responsible.
- The wants and needs of employees
- Discretion over the applicable rules.
- Pay attention to the conformity of the new position with the old position.

This mutation variable has been conducted research including (Dodi and Evanita 2014; Reflita, Isyandi, and Efni 2014; Setioningtyas and Dyatmika 2020)

### Leave

Leave is a permission not to enter to work for a certain time for the benefit of employees related to maintaining and improving physical and spiritual freshness . (Djarmika, 1984). Leave is the right of workers not to enter work without a pay cut and is considered as an active period of work for the calculation of pension payments (Siagian, 1997). Leave is the right of employees not to enter work for personal interests with the permission of superiors in the company within a certain period of time.(Ulfiyah, Al Musadieq, and Sulistyoyo 2018).

The dimensions or indicators of Leave are: Employees who are entitled to a minimum of leave have worked for 12 months. Types of leave entitlements:

- Annual Leave,
- Big Leave,
- Sick Leave,
- Maternity Leave,
- Leave for Important Reasons, and
- Leave Outside the State Dependents. (Ulfiyah, 2018).

The Leave Variable has been researched by researchers (Kusnaeni and Sukamdani 2021; Sinaga 2016; Ulfiyah, Al Musadieg, and Sulisty 2018)

Table 1: Previous research

No	Author (year)	Previous research results	Security with this article	Difference with this article
1	(Akbar 2010)	Implementation of Employee Mutation Policy and Employee Income Incentive System has a positive and significant effect on Work Motivation	Mutations affect motivation	Leave affects Job Satisfaction
2	(Dodi and Evanita 2014)	Mutation, Compensation, and Motivation have a positive and significant effect on Job Satisfaction	Mutations affect job satisfaction	Leave affects motivation
3	(Setioningtyas and Dyatmika 2020)	Mutations, Work Environment, and Work Motivation have a positive and significant effect on Job Satisfaction	Mutations affect job satisfaction	Leave affects motivation
4	(Manalu 2021)	Mutations have a positive and significant effect on Work Motivation	Mutations affect motivation	Leave affects Job Satisfaction
5	(Suprihati 2014)	Declination, Mutation, and Organizational Development have a positive and significant effect on Motivation	Mutations affect motivation	Leave affects Job Satisfaction
6	(Nurma jaya 2020)	Work Mutations and Promotion of Positions have a positive and significant effect on Motivation	Mutations affect motivation	Leave affects Job Satisfaction
7	(Saiful, Tobing, and Prihatini 2016)	Mutations, Organizational Culture and transformational leadership have a positive and significant effect on employee motivation and performance.	Mutations affect motivation	Leave affects Job Satisfaction
8	(Parmin 2019)	Mutations and Compensation have a positive and significant effect on Job Satisfaction	Mutations affect job satisfaction	Leave affects motivation
9	(Surata and Paramarta 2015)	Mutation Policy and Promotion of Positions has a positive and significant effect on Job Satisfaction and Job Performance	Mutations affect job satisfaction	Leave affects motivation
10	(Sedarmayanti and Gunawan 2019)	Mutations and Organizational Culture have a positive and significant effect on Job Satisfaction	Mutations affect job satisfaction	Leave affects motivation
11	(Putri 2015)	Promotion and Mutation have a positive and significant effect on Job Satisfaction	Mutations affect job satisfaction	Leave affects motivation
12	(Hairudin 2018)	Leadership and Mutation have a positive and significant effect on Job Satisfaction	Mutations affect job satisfaction	Leave affects motivation
13	(Kusnaeni and Sukamdani 2021)	Remuneration and Leave have a positive and significant effect on Performance	Effect of Leave	Mutations affect Motivation & Job Satisfaction
14	(Ulfiyah, Al	Leave has a positive and significant	Effect of Leave	Mutations affect

	Musadieg, and Sulistyو 2018)	effect on Employee Work Stress		Motivation & Job Satisfaction
15	Jafar (2020)	Organizational Climate and Remuneration have a positive and significant effect on Motivation and Job Satisfaction	Influence on Motivation and Job Satisfaction	Effects of Leave and Mutations

## RESEARCH METHOD

Writing methods in this journal uses qualitative methods and Library Research. Conduct a study of theory and influence on variables by conducting a study of journals and books both online using the Mendeley application and median and other online applications and carried out offline directly in the library.

Research conducted by qualitative methods, must conduct a literature study with a methodology that uses good and consistent assumptions. Qualitative research is explorative research rather than inductive where researchers seem to direct questions in accordance with the wishes of researchers,

Penulisan metode dalam jurnal ini menggunakan metode kualitatif dan Library Research. Melakukan pengkajian teori dan pengaruh diantara variabel dengan melakukan pengkajian terhadap jurnal dan buku baik secara online dengan menggunakan aplikasi Mendeley maupun median dan aplikasi online lainnya maupun dilakukan secara offline secara langsung di perpustakaan.

Penelitian yang dilakukan dengan metode kualitatif, wajib melakukan kajian pustaka dengan metodologi yang menggunakan asumsi yang baik dan konsisten. Penelitian kualitatif adalah penelitian yang bersifat eksploratif bukan bersifat induktif dimana peneliti terkesan mengarahkan pertanyaan sesuai dengan keinginan peneliti, (Hapzi Ali. Nandan Limakrisna 2013).

## FINDINGS AND DISCUSSION

Based on the study of relevant previous theories and research, the discussion of this literature review article in the concentration of Human Resource Management is:

### The Effect of Mutations on Motivation.

Mutations affect Motivation, where the dimensions or benchmarks of mutations (mutation periods, reasons on which mutations are based, Accuracy in issuing mutation decisions) affect the dimensions or indicators of Motivation (Need for feelings of security, Physiological Needs, Need for Recognition, The Need for Self-Existence or Actualization, Social Needs), (Manalu 2021). To increase motivation by paying attention to mutations, what must be done by management is to carry out mutations periodically and continuously, where mutations are carried out by taking into account the applicable requirements and the background, abilities and desires of employees (Manalu 2021).

Mutation affects Motivation, if mutation is well perceived by employees then this will be able to increase motivation, (Nurma jaya 2020). Mutations affect Motivation, in accordance with the results of research by: (Manalu 2021), (Farianda 2013), and (Nurma jaya 2020).

### The Effect of Leave on Motivation.

Leave affects Motivation, where the dimensions or indicators of Leave (working period, type of leave, frequency of cuti, length of leave) affect the dimensions or indicators of

Motivation (Need for Feelings Of Security, Physiological Needs, Social Needs, Needs for Recognition, Needs for Existence and Self-Actualization), (Manalu 2021).

To increase motivation by paying attention to Leave, what must be done by management is to provide leave rights that are cooled by employees, where the provision of leave pays attention to the rules and requirements for applying for leave and organizational interests (Ulfiyah et al. 2018). Leave affects Motivation, if Leave is well perceived by employees then this will be able to improve the quality of Motivation, (Kusnaeni and Sukamdani 2021).

Leave affects Motivation, this is in accordance with research conducted by: (Ulfiyah, Al Musadieg, and Sulisty 2018), (Kusnaeni and Sukamdani 2021), dan (Ulfiyah et al. 2018).

### **The Effect of Mutation on Job Satisfaction.**

Mutation affects Motivation, where the dimensions or indicators of Mutations (Basic reasons for mutation decisions, mutation periods, Timeliness of mutation implementation) affect the dimensions or indicators of Job Satisfaction (Discipline, Morale, Turnover), (Dodi and Evanita 2014).

To increase Job Satisfaction by paying attention to Mutations, what management must do is to pay attention to mutation timeliness and mutation frequency, where mutation timeliness and mutation policies taking into account the wishes, background and abilities of employees will greatly increase employee satisfaction pegawai (Setioningtyas and Dyatmika 2020). Mutation affects Job Satisfaction, if mutation is well perceived by employees then this will be able to improve the quality of Job Satisfaction (Surata and Paramarta 2015).

Mutations affect Job Satisfaction, this is in line with research conducted by: (Rachman and Ali 2016), (Dodi and Evanita 2014), (Setioningtyas and Dyatmika 2020), dan (Surata and Paramarta 2015).

### **The Effect of Leave on Job Satisfaction.**

Leave affects Job Satisfaction, where the dimensions or indicators of Leave (working period, type of leave, frequency of leave, length of leave) affect the dimensions or indicators of Job Satisfaction (Discipline, Morale, Turnover), (Dodi and Evanita 2014).

To increase Job Satisfaction by paying attention to Leave, then what must be done by management is to provide leave rights to employees, where the provision of leave rights in accordance with the needs of employees and regulate the handling of office work can continue to run well (Kusnaeni and Sukamdani 2021). Leave affects Job Satisfaction, if Leave is well perceived by employees then this will be able to improve the quality of Job Satisfaction, (Kusnaeni and Sukamdani 2021).

Leave affects Job Satisfaction, this is in line with research conducted by: (Ulfiyah, Al Musadieg, and Sulisty 2018), (Kusnaeni and Sukamdani 2021), dan (Dodi and Evanita 2014).

### **The Effect of Motivation on Job Satisfaction.**

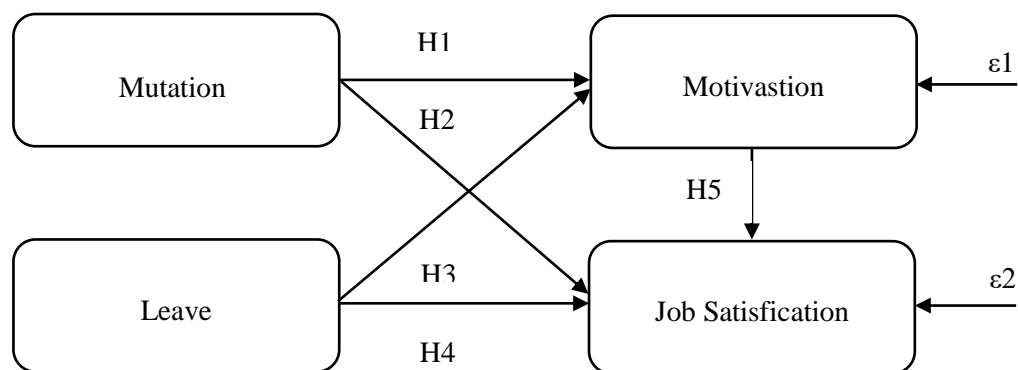
Motivation affects Job Satisfaction, where the dimensions or indicators of Motivation (Periodization of mutations, Reasons for underlying mutations, Timeliness in carrying out mutations) affect the dimensions or indicators of Job Satisfaction (Discipline, Morale, Turnover), (Dodi and Evanita 2014).

To improve Job Satisfaction by paying attention to Motivation, then what must be done by management is to pay attention to the timeliness and frequency of mutations and provide employee leave rights, where the implementation of mutations and the provision of leave rights must pay attention to the wishes, background, interests of employees and consider the applicable regulations. (Setioningtyas and Dyatmika 2020).

Motivation affects Job Satisfaction, if motivation is well perceived by employees then this will be able to improve the quality of Job Satisfaction (Reflita, Isyandi, and Efni 2014). Motivation affects Job Satisfaction, this is in line with research conducted by: (Masydzulhak, Ali, and Anggraeni 2016), (Navrathin Datu Sabar, Adolfini 2017), (Prayetno and Ali 2020), (Dodi and Evanita 2014), (Setioningtyas and Dyatmika 2020), dan (Reflita, Isyandi, and Efni 2014).

### Conceptual Framework

Based on the formulation of problems and the study of previous research theories that are relevant and influenced by variables, the framework of mind is obtained as below



**Figure 1: Frame of Mind**

Based on the conceptual framework image above, then: Mutations and Leave affect Motivation and Job Satisfaction either directly or indirectly. Other variables that affect in addition to mutation and leave variables that affect motivation and job satisfaction, including the following :

- 1) Organizational Culture:(Brata, Husani, and Ali 2017; Elmi et al. 2016; Harini et al. 2020; Limakrisna, Noor, and Ali 2016; Purba, Arzio, and Ali 2017).
- 2) Leadership:(Ali, Mukhtar, and Sofwan 2016; Anwar et al. 2020; Bastari, -, and Ali 2020; Chauhan, Ali, and Munawar 2019; Djoko Setyo Widodo, P. Eddy Sanusi Silitonga 2017; Elmi et al. 2016; Limakrisna, Noor, and Ali 2016).
- 3) Compensation:(Dodi and Evanita 2014), (Parmin 2019), dan (Parimita, Khoiriyah, and Handaru 2018), (Riyanto, Pratomo, and Ali 2017), dan (Purba, Arzio, and Ali 2017).
- 4) Remuneration:(Diana and S 2020; Hutabarat 2019; Iqbal and Jawad 2018; Kusmeri 2018; Kusnaeni and Sukamdani 2021; Rahayu and Ruhamak 2017; Reflita, Isyandi, and Efni 2014).
- 5) Facilities:(Damanik 2019; Desfiandi, Fionita, and Ali 2017; Maryati and Husda 2020; Permatasari, Nurbaeti, and Ahri 2021; Prawira 2020)
- 6) Performance Ranking:(Riyanto, Sutrisno, and Ali 2017), (Prayetno and Ali 2017), (Ridwan, Mulyani, and Ali 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga 2017) and (Agussalim, Ayu Rezkiana Putri, and Ali 2016).
- 7) Work Environment:(Mulyani, Ridwan, and Ali 2020), (Ali and Sardjijo 2017), (Riyanto, Sutrisno, and Ali 2017)
- 8) Home base distance:(Dkk 2015; Nurlinawati, Andayasari, and Syachroni 2020; W. Sumekar, dan S. Gayatri 2020; Yulan and Bernanto 2017; Yustinus 2016)
- 9) Self-efficacy:(Akuba, Purnamasari, and Firdaus 2020; Maulana and Alfian 2021; Yulan and Bernanto 2017)

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

The formulation of hypotheses that can be carried out for research based on the study of theory, relevant articles and discussions is further as follows: Mutations affect motivation., Leave affects motivation, Mutations affect Job Satisfaction, Leave affects Job Satisfaction, Motivation affects Job Satisfaction.

### Suggestion

#### Suggestion

Based on the conclusions mentioned above, then in this article it can be suggested that there are still several other factors that can affect Motivation and Job Satisfaction, apart from Motivation and Job Satisfaction at all levels of types and types of companies or organizations, therefore for further studies still need to be done to test other factors can affect Motivation and Job Satisfaction in addition to the research variables in this article include: Organizational Culture, Leadership, Compensation, Remuneration, Facilities, Performance Rating, Work Environment, Homebase Distance, and Self-Efficacy.

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