

The Influence of Job Mutation, Professional Competence, and Extrinsic Motivation on Employee Performance of PTPN IV Regional II Kebun Limau Mungkur

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Abstract: This research is motivated by the importance of human resource management through job transfers, increasing professional competence, and extrinsic motivation to improve employee performance, especially in the plantation sector. PTPN IV Regional II Kebun Limau Mungkur is a state-owned company that prioritizes AKHLAK values in its management practices. The main objective of this study is to analyze the effect of job transfers, professional competence, and extrinsic motivation on employee performance. The research approach used is quantitative associative with multiple linear regression analysis method. The population in this study were all employees of PTPN IV Regional II Kebun Limau Mungkur totaling 125 people, with a sample of 95 respondents determined by the Slovin formula. Data collection techniques were carried out through field studies, documentation, and questionnaire distribution. Data analysis was carried out by testing validity, reliability, classical assumption tests, and multiple linear regression using the SPSS program. The results of the study showed that partially, job transfers, professional competence, and extrinsic motivation each had a positive and significant effect on employee performance. Meanwhile, simultaneously the three variables also had a significant effect on employee performance. This finding emphasizes the importance of implementing appropriate HR management policies to support company productivity and sustainability.

Keywords: Employee Performance; Extrinsic Motivation; Job Transfer; Professional Competence

1. Introduction

Employee performance is a key factor in determining the success of an organization, both in the public and private sectors. It reflects the operational effectiveness and efficiency of a company, including in plantation industries such as PT Perkebunan Nusantara IV (PTPN IV). Organizational excellence in performance cannot be separated from the effectiveness of employees in managing resources to achieve both short-term and long-term company goals.

This condition indicates that human resource management strategies, including job transfer policies, enhancement of professional competence, and provision of extrinsic motivation, play a vital role in supporting company success. These three aspects contribute to shaping adaptive, productive employees who are oriented toward organizational goals. Without proper human resource management, business strategies risk being poorly implemented, which in turn may reduce competitiveness and hinder the company's overall goal achievement.

In line with the core values of Badan Usaha Milik Negara (BUMN), known by the acronym "AKHLAK"—Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaptif (Adaptive), and Kolaboratif (Collaborative)—PTPN

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IV consistently implements these values in all aspects of human resource management, both in building a professional work culture and in striving to achieve its corporate vision and mission.

PTPN IV carries an ambitious vision to become the best agribusiness company with strong competitiveness at both the national and international levels while maintaining business sustainability amid global changes. Its mission is to optimize the potential of all its resources professionally and responsibly to produce high-quality products, improve employee welfare through various development and reward programs, and provide tangible and positive contributions to community progress and environmental sustainability as part of its corporate social responsibility.

According to Sari et al. (2020), job transfer is the process of relocating employees from one unit or location to another within an organization. It also includes the transfer of responsibilities, changes in employment status, and other structural adjustments in the workplace. Thus, transfers are broader in scope than merely shifting positions—they reflect a strategic organizational effort to place employees according to their capabilities and potential, thereby increasing work effectiveness and helping to achieve company objectives.

According to Mahmud et al. (2022), competence is a set of abilities possessed by individuals that includes knowledge, skills, and attitudes used to complete tasks effectively. In an organizational context, competence is an important indicator of how well an employee can carry out responsibilities in line with company expectations. Competent employees not only demonstrate technical skills but are also able to understand work situations, solve problems, and contribute to organizational goals through professional and productive behavior.

According to Sinaga et al. (2021), motivation can be defined as a drive given by one person to another to encourage them to act productively toward achieving a specific goal. Extrinsic motivation refers to the external drive to carry out activities not for the satisfaction of the activity itself, but to achieve external outcomes such as rewards, praise, avoiding punishment, or fulfilling social expectations.

According to Dewi et al. (2023), employee performance is the result of work achieved by an employee within a specific time frame and compared with the standards or targets set by the organization. This performance reflects the extent to which an individual can complete their responsibilities in terms of both quantity and quality. Good performance is generally supported by positive attitudes and a strong work ethic. A proper performance appraisal can also provide constructive feedback for employee self-development.

Although various studies have examined the relationship between job transfers, professional competence, and extrinsic motivation on employee performance, there is still a lack of research that specifically explores the implementation of these three variables in the context of the palm oil plantation industry, particularly at PTPN IV. Therefore, this study aims to analyze the extent to which job transfers, professional competence, and extrinsic motivation affect employee performance using a quantitative approach. The results

of this research are expected to contribute to improving employee performance within the company and support the implementation of the AKHLAK philosophy in human resource management within Badan Usaha Milik Negara (BUMN).

2. Literature Review

2.1 Job Transfer

According to Dessler (2017), a job transfer is the movement of an employee from one job to another within the organization without significant changes in salary, status, or position. It aims to broaden work experience, meet organizational needs, and support skill development.

2.2. Professional Competence

According to Epstein & Hundert (2022), professional competence is the ability to consistently apply knowledge, skills, effective communication, ethical values, and self-reflection in daily practice to provide the best service to individuals and organizations.

2.3. Extrinsic Motivation

According to Ryan & Deci (2020), extrinsic motivation is the drive to perform an activity due to expected external outcomes, such as rewards, praise, or avoidance of punishment.

2.4. Employee Performance

According to Mathis & Jackson (2017), performance is everything an employee does or does not do that affects the success of achieving organizational goals.

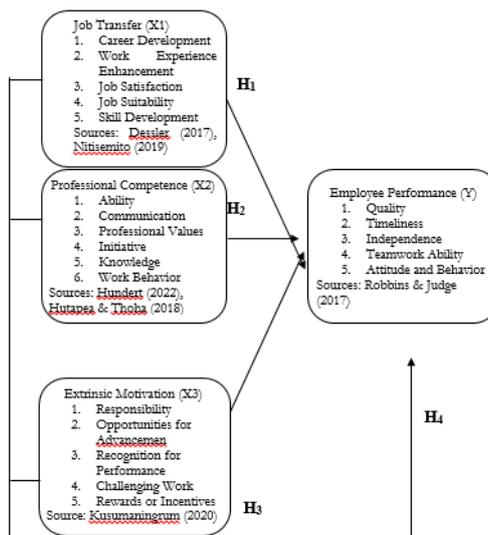


Figure 1. Conceptual Framework

3. Methods

This research is quantitative in nature. The population in this study includes all employees of PTPN IV Regional II Kebun Limau Mungkur, totaling 125 employees. The sample was determined using the Slovin formula, resulting in 95 employees. The data collection techniques used in this study include questionnaires, interviews, observations, and documentation. The data analysis techniques involve validity tests, reliability tests, and classical assumption tests. The data analysis method used is multiple linear regression with the assistance of the SPSS program.

4. Results

4.1. Validity Test

According to Sugiyono (2020), “A validity test is the degree of accuracy between the data that occurs on the object of research and the data that can be reported by the researcher. Thus, valid data is data that does not differ between what is reported by the researcher and what actually occurs on the research object.”

Table 1. Result Validity Test

Variable	Indicator	Pearson Correlation (R count)	R table	description
Job Transfer (X1)	Career Development	0,772	0,367	Valid
	Work Experience Enhancement	0,843	0,367	Valid
	Job Satisfaction	0,752	0,367	Valid
	Job Fit / Job Suitability	0,898	0,367	Valid
	Skill Development	0,799	0,367	Valid
Professional Competence (X2)	Ability	0,838	0,367	
	Communication	0,765	0,367	Valid
	Professional Values	0,776	0,367	Valid
	Initiative	0,699	0,367	Valid
	Knowledge	0,870	0,367	Valid
	Work Behavior	0,866	0,367	

Extrinsic Motivation (X3)	Responsibility	0,833	0,367	Valid
	Opportunities for Advancement	0,884	0,367	Valid
	Recognition for Performance	0,792	0,367	Valid
	Challenging Work	0,876	0,367	Valid
	Rewards or Incentives	0,833	0,367	
Employee Performance (Y)	Quantity	0,699	0,367	Valid
	Timeliness	0,837	0,367	Valid
	Independence	0,844	0,367	Valid
	Teamwork Ability	0,819	0,367	Valid
	Attitude and Behavior	0,763	0,367	Valid

Source: Research Results, 2025

Based on Table 1, all statements in the research instrument show values exceeding 0.367. Therefore, it can be concluded that all items measuring individual characteristics, achievement motivation, work environment, and employee performance are valid and suitable for use in this study.

4.2. Reliability Test

According to Sugiyono (2020), “A reliability test concerns the degree of consistency and stability of data or themes.” A questionnaire is said to be reliable if an individual’s responses to statements remain consistent or stable over time. A measurement with high reliability is one that can produce dependable data. To assess the reliability of the questionnaire used, this study applies Cronbach’s Alpha coefficient analysis, which correlates the total scores of odd and even numbered items. The minimum reliability threshold is 0.6.

Table 2. Result Reliability Test

Variable	Cronbach’s Alpha	Value Measurement Criteria	Description
Job Transfer (X1)	0,864	0,60	Reliabel
Innovative Work Behavior (X2)	0,889	0,60	Reliabel
Internal Work Environment (X3)	0,898	0,60	Reliabel
Employee Performance (Y)	0,850	0,60	Reliabel

Source: Research Results, 2025

From the results in Table 2, it can be concluded that the reliability test shows that the Cronbach’s alpha values for the variables of work capability, innovative work behavior, internal work environment, and employee performance are all above 0.6. This indicates that the variables are reliable and appropriate to be used in the measurement of this research.

4.3. Classical Assumption Tests

4.3.1 Normality Test

The normality test is used to determine whether the collected data is normally distributed or derived from a normal population. The classical method for testing normality is not complicated. To determine whether the data is normally distributed or not, the researcher used the Kolmogorov-Smirnov analysis with the criteria that the significance value must be greater than 0.05 in order for the data to be considered normally distributed. The results of the test are as follows:

Table 3. Result Normality Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		95
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,30858699
Most Extreme Differences	Absolute	,061
	Positive	,061
	Negative	-,053
Test Statistic		,061
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Research Results, 2025

Based on the results of the normality test above, the probability value obtained based on the standardized score is 0.05, with the overall test result of the variables being 0.200, which is greater than the significance threshold of 0.05. Therefore, it can be concluded that the normality test in this research indicates that the data is normally distributed.

4.3.2 Multicollinearity Test

The multicollinearity test aims to determine whether there is a high or perfect correlation among the independent variables in the regression model. One way to detect multicollinearity is by examining the Tolerance and Variance Inflation Factor (VIF) values. If the Tolerance value is greater than 0.1 and the VIF is less than 10, then multicollinearity is not indicated. The following are the multicollinearity test results obtained using SPSS for Windows:

Table 4. Result Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF ^a
	(Constant)	1,754	,997				
1 X1	,298	,093	,298	3,197	,002	,271	3,688
X2	,367	,082	,449	4,493	,000	,235	4,248
X3	,190	,088	,194	2,148	,034	,289	3,464

a. Dependent Variable: Y

Source: Research Results, 2025

Based on the table 4 above, it can be observed that:

- The Tolerance and VIF values for the work capability variable are ($0.271 > 0.10$), ($3,688 < 10$)
- The Tolerance and VIF values for the innovative work behavior variable are ($0.235 > 0.10$), ($4,248 < 10$)
- The Tolerance and VIF values for the internal work environment variable are ($0.289 > 0.10$), ($3,464 < 10$)
- Therefore, it can be concluded that there are no symptoms of multicollinearity among

the independent variables in the regression model.

4.3.3 Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is an unequal variance of residuals in the regression model from one observation to another. The results of the heteroscedasticity test in this study can be seen in the following figure:

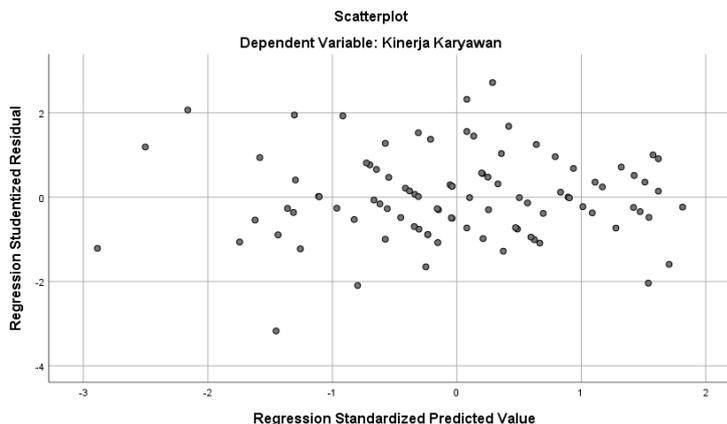


Figure 2. Scatterplot Heteroscedasticity Test

4.4. Multiple Linear Regression

To test the hypothesis, the researcher used multiple linear regression analysis to determine the relationship between the independent variables and the dependent variable, namely the influence of work capability, innovative work behavior, and internal work environment on employee performance at PTPN IV Regional II Kebun Limau Mungkur.

Table 5. Result Multiple Linear Regression Test

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1,754	,997		1,760	,082		
X1	,298	,093	,298	3,197	,002	,271	3,688
X2	,367	,082	,449	4,493	,000	,235	4,248
X3	,190	,088	,194	2,148	,034	,289	3,464

a. Dependent Variable: Y

Source: Research Results, 2025

Based on Table 5, the multiple linear regression equation in this study is as follows:

$$Y = 1.754 + 0.298X_1 + 0.367X_2 + 0.190X_3 + e$$

Table 4.30 shows that the calculation yields a constant value (a) of 1.754, b₁ of 0.298, b₂ of 0.367, and b₃ of 0.190, resulting in the following multiple linear regression equation:

$$Y = 1.754 + 0.298X_1 + 0.367X_2 + 0.190X_3 + e$$

From this regression equation, the following conclusions can be drawn:

- a. If all independent variables are equal to zero, employee performance is estimated to be 1.754.
- b. The regression coefficient for Job Transfer (X₁) is 0.298, meaning that each one-unit increase in Job Transfer is predicted to increase Employee Performance by 0.298.

- c. The regression coefficient for Professional Competence (X_2) is 0.367, indicating the strongest influence among the three variables.
- d. The regression coefficient for Extrinsic Motivation (X_3) is 0.190, showing a significant influence, though lower than the other two variables.

4.5. t-Test (Partial Test)

The t-test (partial) is used to examine the partial effect of each independent variable on the dependent variable. Based on the SPSS test results, the t-test values are as follows:

Table 6. Result t-Test (Partial Test) Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1,754	,997		1,760	,082		
1 X1	,298	,093	,298	3,197	,002	,271	3,688
X2	,367	,082	,449	4,493	,000	,235	4,248
X3	,190	,088	,194	2,148	,034	,289	3,464

a. Dependent Variable: Y

Source: Research Results, 2025

Based on the t-test above, the t-table value at degrees of freedom ($df = n - k - 1 = 95 - 3 - 1 = 91$), at a 5% significance level (0.05), is 1.9863. Thus, to determine the partial effects, the multiple linear regression equation can be analyzed as follows:

- a. The value obtained from the table shows that $t\text{-calculated} > t\text{-table}$ ($3.197 > 1.9863$) and the significance value is 0.002, which is less than 0.05. This means that job transfer has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur.
- b. The value obtained from the table shows that $t\text{-calculated} > t\text{-table}$ ($4.493 > 1.9863$) and the significance value is 0.000, which is less than 0.05. This means that professional competence has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur.
- c. The value obtained from the table shows that $t\text{-calculated} > t\text{-table}$ ($2.148 > 1.9863$) and the significance value is 0.034, which is less than 0.05. This means that extrinsic motivation has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur..

4.6. F-Test (Simultaneous Test)

The F-test is used to determine whether all independent variables simultaneously influence the dependent variable. Based on the SPSS for Windows test results, the ANOVA value in the F-test is as follows:

Table 7. Result F-Test (Simultaneous Test)
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	590,466	3	196,822	111,271	,000 ^b
Residual	160,966	91	1,769		
Total	751,432	94			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: Research Results, 2025

Based on Table 7 (ANOVA), the calculated F-value (F_{count}) is 111.271 with a significance value of 0.000. At a significance level of $\alpha = 0.05$, with degrees of freedom for the numerator (df_1) = 3 and the denominator (df_2) = 91, the F-table value is 2.70. Since F_{count} (111.271) > F_{table} (2.70) and the significance value (0.000) < 0.05, it can be concluded that the variables Job Transfer, Professional Competence, and Extrinsic Motivation simultaneously have a significant effect on Employee Performance at PTPN IV Regional II Kebun Limau Mungkur..

4.7. Coefficient of Determination Test

The coefficient of determination is found in the Model Summary table and is labeled R Square. For multiple linear regression, it is recommended to use the Adjusted R Square, as it accounts for the number of variables used in the study. The R Square/Adjusted R Square value is considered good if it is above 0.5, since R Square values range from 0 to 1. The result of the coefficient of determination analysis in this study is:

Tabel 8. Hasil Uji Koefisien Determinasi
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,886 ^a	,786	,779	1,32998

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y adjusted (R Square) of 0.320, this means 32%

Source: Research Results, 2025

Based on Table 8, the adjusted coefficient of determination (Adjusted R Square) is 0.786, which means that 78,6% of the dependent variable can be explained by the independent variables, while the remaining percentage is explained by other variables outside the scope of the study.

5. Discussion

5.1. The Influence of Job Transfers on Employee Performance

According to Sari et al. (2020), job transfer is the process of relocating employees from one unit or work location to another within an organization. It also includes the transfer of responsibilities, changes in employment status, and other forms of adjustment within the work structure. Thus, job transfer has a broader scope than merely moving positions, as it reflects the organization's strategic efforts to place employees according to their potential and organizational needs in order to enhance work effectiveness and achieve company goals.

The results of this study show that the t-value is greater than the t-table (3.197 > 1.9863), with a significance level of 0.002, which is less than 0.05. This indicates that job transfer has a positive and significant effect on the performance of employees at PTPN IV Regional II Limau Mungkur Plantation.

These findings align with the research conducted by Sari et al. (2020), which also shows that job transfers affect employee performance. Properly implemented job transfers

can increase motivation and productivity, as employees feel challenged and given new career development opportunities. Similarly, Dewi et al. (2021) found that well-planned job transfers positively impact performance, as employees feel trusted and challenged in ways that match their capabilities.

However, according to Putra & Supartha (2019), transfers carried out without careful planning can actually reduce employee performance, as they may feel uncomfortable or unable to adapt to new tasks and environments. Therefore, companies should consider employees' psychological aspects, competencies, and interests during the transfer process to achieve optimal performance improvements.

5.2. The Influence of Professional Competence on Employee Performance

According to Mahmud et al. (2022), competence is a set of abilities possessed by individuals that includes knowledge, skills, and attitudes used to complete tasks effectively. In an organizational context, competence is a crucial indicator in determining how well an employee can fulfill responsibilities in line with company expectations. Competent employees not only demonstrate technical expertise but are also capable of understanding work situations, solving problems, and contributing to organizational goals through professional and productive behavior.

This study found that the t-value is greater than the t-table ($4.493 > 1.9863$), with a significance value of 0.000, which is less than 0.05. This indicates that professional competence has a positive and significant effect on the performance of employees at PTPN IV Regional II Limau Mungkur Plantation.

These findings are in line with research by Mahmud et al. (2022) and Amrullah (2024), which also confirm that competence significantly affects employee performance. Employees with high professional competence tend to complete work more efficiently and with better quality, and they are more adaptable to changes and job demands. This suggests that improving professional competence is a strategic factor in enhancing both individual and organizational performance.

5.3. The Influence of Extrinsic Motivation on Employee Performance

According to Sinaga et al. (2021), motivation is a driving force given by one person to another to encourage them to do something productively to achieve set goals. Extrinsic motivation refers to external drivers that compel individuals to perform tasks not for the satisfaction of the activity itself but to achieve external goals, such as receiving rewards, avoiding punishment, or meeting social demands.

This study found that the t-value is greater than the t-table ($2.148 > 1.9863$), with a significance value of 0.034, which is less than 0.05. This means that extrinsic motivation has a positive and significant effect on the performance of employees at PTPN IV Regional II Limau Mungkur Plantation.

These results are consistent with research by Sinaga et al. (2021), which found that extrinsic motivation impacts employee performance. However, a study by Usu et al. (2024) revealed an indirect effect of motivation on performance through job satisfaction. In other

words, extrinsic motivation can enhance job satisfaction, which in turn positively affects performance.

According to Wulandari (2022), extrinsic motivation provided by companies can boost employee enthusiasm, loyalty, and productivity. Employees who feel appreciated and supported by their company are more motivated to contribute maximally to achieving organizational goals. Moreover, extrinsic motivation can help foster a competitive and conducive work environment, driving employees to continually improve their performance.

5.4. The Influence of Job Transfers, Professional Competence, and Extrinsic Motivation on Employee Performance

The simultaneous regression test (F-test) shows that job transfers, professional competence, and extrinsic motivation simultaneously influence employee performance. The calculated F-value is 111.271, with a significance value of 0.000. With a significance level of $\alpha = 0.05$, degrees of freedom $df_1 = 3$ and $df_2 = 91$, the F-table value is 2.70. Since F-calculated (111.271) > F-table (2.70) and the significance value (0.000) < 0.05, it can be concluded that job transfer, professional competence, and extrinsic motivation simultaneously have a significant effect on the performance of employees at PTPN IV Regional II Limau Mungkur Plantation.

Based on several studies, job transfer, professional competence, and extrinsic motivation each play a significant role in improving employee performance. Research by Sari et al. (2020) shows that well-executed job transfers enhance motivation and productivity, while Putra & Supartha (2019) found that poorly matched job transfers can cause stress and lower performance. Similarly, Jankelov'a et al. (2020) concluded that unplanned job transfers can affect employee satisfaction and performance, highlighting the importance of aligning individuals with suitable new roles.

6. Conclusion

Based on the results of the analysis and discussion on the Influence of Job Transfers, Professional Competence, and Extrinsic Motivation on Employee Performance at PTPN IV Regional II Limau Mungkur Plantation, the following conclusions can be drawn:

- a. Job transfers have a positive effect on employee performance. This indicates that a well-targeted transfer policy that considers an individual's potential and compatibility with new tasks can enhance employee morale and productivity.
- b. Professional competence also has a significant effect on employee performance. The higher the level of knowledge, skills, and professional attitude an employee possesses, the greater their contribution to the achievement of company goals.
- c. Extrinsic motivation has a positive effect on performance. The provision of incentives, rewards, and career development opportunities has been proven to increase work motivation, which ultimately leads to improved performance.
- d. Simultaneously, job transfers, professional competence, and extrinsic motivation have a significant effect on the performance of employees at PTPN IV Regional II Limau

Mungkur Plantation. These three variables complement each other in creating a high-performing human resource.

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