

UDC 33

THE EFFECT OF WORK MUTATIONS ON EMPLOYEE PERFORMANCE OF PT BANK TABUNGAN NEGARA (BTN) AMBON BRANCH OFFICE

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ABSTRACT

This study uses work mutations as the independent variable, and performance as the dependent variable. The purpose of this study is to analyze and determine the effect of work mutations on employee performance. The sample used is the employees of PT. Bank Tabungan Negara (BTN) Ambon Branch Office with a total sample of 43 respondents. The analysis used includes validity test, reliability test, simple linear regression analysis and research hypothesis. The data that has been processed using the SPSS program produces the following regression equation: $Y = 14.422 + 0.789x$. Based on the results above, it can be seen that 1) Mutations have a positive and significant impact on the performance of employees of PT. Bank Tabungan Negara (BTN) Ambon Branch. This can be seen from the significance obtained at $0.000 < 0.05$, then it can be stated that mutations have a positive and significant effect on the performance of employees of PT. Bank Tabungan Negara (BTN) Ambon Branch. 2). Meanwhile, the coefficient of determination (R^2) value with SPSS data processing is 0,666. This number indicates that the work performance variable is influenced by the mutation amounted to 66,6%, while 33,4% of the employee's performance is influenced by other variables outside the mutation variable.

KEY WORDS

Work mutations, employee, performance.

In an organization, institution, institution, or government agency, of course, it is always filled with individuals who interact with each other both vertically and horizontally (between executives and executives or between leaders and executives). With the aim of advancing the organization or institution, or agency where they work. On the journey, of course, these individuals always want to be creative and want to achieve the best results. For this reason, then the human element needs to be fostered, developed and arranged in such a way in order to work together in carrying out the assigned duties and responsibilities. PT. Bank Tabungan Negara (BTN) Ambon Branch Office, as the object of this study considers that one of the most important elements is its human resources (employees), who are the driving force of the organization in carrying out operational activities and as an important asset in providing good savings services to the community. And human resources are also one of the main assets owned by other organizations, institutions, or government agencies (Pynes, 2008; Berman et al., 2019; Ginder et al., 2019; Kaufman, 2019; Dixon et al., 2019; Al-Qudah et al., 2020; Prasodjo, 2020). In improving work performance, there must be a driver, one of them is implementing employee mutations.

According to Henry Simamora (2002: 640), work mutations can not only increase morale, but also provide opportunities for employees to further improve employee work performance. In making decisions about granting work mutations policies, there are various considerations, because the wrong decision to carry out the mutation will cause bad side effects for employees and the company itself. For example, if an employee has been in a certain position or department for a long time and has a very good work performance, but turns out to be a transfer or mutation to a section that is not in accordance with the abilities and skills possessed, thus reducing the performance and morale of the performance itself, which ultimately have an impact on the company's losses.

In table 1 above, shown the information on the existence of employee transfers with a total of 30 people, divided into 9 permanent employees and 21 contract employees. The

basis for this employee transfer is through employee requests or through company policies. Work mutations that occur at PT. Bank Tabungan Negara (BTN) Ambon are conducted both vertically and horizontally. Changes in work mutation make the atmosphere and work environment enjoy the change as well as the desire to motivate oneself to achieve better work performance. Rotation of positions is usually to avoid the occurrence of the boredom or fatigue from a workforce, so as there is a refreshment for each employee, so that the implementation of these transfers still needs improvement in order the employee mutations are not felt as a heavy burden and have an impact on decreasing work performance, To carry out the work mutation system is not easy, especially in determining the size used as the basis for implementing the mutation program, who will be transferred, plus the factors that influence, among others, are sociological factors and psychological factors.

Table 1 – Employee Mutation Data of PT. Bank Tabungan Negara (BTN) Ambon Branch Office

Month	Year	Permanent employees	Outsourcing / contract employees	Number of employees mutation / transferred
November	2017	9 people	21 people	30 people
December	2017			
January	2018			
February	2018			
March	2018			
April	2018			
May	2018			
June	2018			
July	2018			
August	2018			
September	2018			
October	2018			

*Source: PT. Bank Tabungan Negara (BTN) Ambon. *) Employees mutation or transferred according to employee requests or company policies with a decision from the Regional Office of BTN Ambon.*

One of the efforts of PT. Bank Tabungan Negara (BTN) Ambon Branch Office in achieving company goals is to encourage employees to perform better at work. Every member of the organization has the same opportunity to reach a position or a higher job. Good mutation handling will also have a good impact on employees and the company. The placement or change of an employee's position or workplace should be considered, so that the purpose of the employee work mutation does not have an impact on the decrease in work performance at PT. Bank Tabungan Negara (BTN) Ambon Branch Office, always trying well to manage its employees, one of the things that is done is the application of promotion, which is expected to be able to improve the work performance of its employees. To achieve the goals of PT. Bank Tabungan Negara (BTN) Ambon Branch Office effectively and efficiently, then it depends on the skills and abilities of employees in this case carry out work and support the willingness of employees so that could improve the work performance of these employees. The success of a company can be achieved by one of the facts, namely the quality of its employees, with good quality from the parties expected as well. Based on the description above, researchers are interested in conducting research that aims to determine the effect of work mutations on employee performance at PT. Bank Tabungan Negara (BTN) Ambon Branch Office.

THEORETICAL REVIEW

Work mutations according to Suwatno (2003: 129) defines that mutation is the activity of moving labor from one place of work to another where the transfer is only limited to transferring labor from one place to another.

According to Sastrohadiwiryono (2003) argues that employee performance is "the quality and quantity of work achieved by the employee within a certain period of time based on skills, experience and excellence in accordance with the responsibilities assigned to him/her".

According to Appelbaum et al. (2000), Rasch (2004) Hasibuan (2006:102), Kirkpatrick (2006), Charron et al. (2014), Shields et al. (2015) the principle of mutation is to transfer employees to the right position and the right work, so that their morale and work productivity can increase, one of the goals of the mutation is to increase the work productivity of employees. If employee productivity increases, then the chances of achieving the company's goals will run quickly. According to Samsudin (2006:254) said "Moving the workforce to a position which, according to the results of the position analysis, is in accordance with the classification, ability and desire of the workforce concerned will get the maximum possible job satisfaction and can provide productive output in accordance with the company's targets."

Referring to the theory above, the success of mutation must be based on several factors, one of which is in accordance with the wishes of the workforce concerned. If the workers concerned do not have the desire to be transferred, hence occur the compulsion of mutations. The compulsion of mutations will cause a person's performance to decrease. As previously explained, performance is the work results of employees in order to achieve the goals of the company. Mutations will not reduce performance if the basis and method of mutation are applied or implemented correctly by management. If the goals of the company are achieved, not only will the company experience the benefits, but the employees themselves can feel it. For a company, the results of employee performance appraisals are very important in their meaning and role in making decisions about various matters, such as identification of needs, education and training programs, recruitment, selection of introductory programs, placement, promotions, reward systems and various other aspects of the entire human resource management process effectively.

The relationship between the variable of mutation (X) and performance (Y) can be seen in Wilson Bangun (2012), mutation and employee performance are in the middle category, or are interdependent between placement and performance, therefore existing work placements must be improved, so that employee performance can be even better.

CONCEPTUAL FRAMEWORK

Referring to the theories that have been stated above, one rationale can be taken from the problems that have been faced, namely the existence of independent variables of mutations that have a relationship with employee performance as the dependent variable. To be clearly can be seen in the conceptual framework in the figure below:

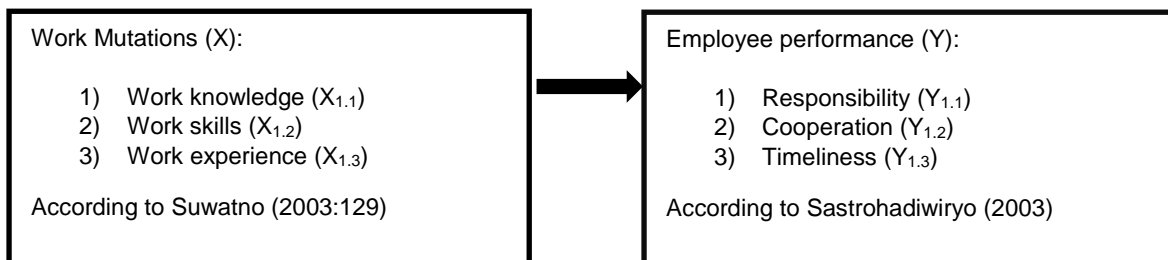


Figure 1 – Conceptual Framework (Source: Theoretical Basis)

Based on the framework above, it is assumed that work mutations have a significant effect on employee performance at PT Bank Tabungan Negara (BTN) Ambon Branch.

METHODS OF RESEARCH

In this study the respondents selected were all employees of the Ambon Branch of PT Bank Tabungan Negara (BTN). The population in this study was employees of PT. Bank Tabungan Negara (BTN) Ambon Branch, totaling 43 people consisting of permanent employees and contract employees. The sampling technique in this study used a census method where all members of the population were taken as samples, so that the sample in

this study amounted to 43 people. In this study, the influence of the independent variables, work environment on the dependent variable, namely employee work satisfaction at PT. Bank Tabungan Negara (BTN) Ambon Branch is by using a simple linear regression analysis method. As for the simple linear regression model is as follows:

$$Y = a + bX + e$$

Where: Y = Performance; X = Work Mutations; e = Other variables not included in the study; b, = Regression Parameter Coefficient; a = Constant.

RESULTS AND DISCUSSION

Quantitative analysis is carried out to estimate the magnitude of the coefficients resulting from linear equations, which involving independent and dependent variables. This analysis was carried out through the assist of the SPSS v.17.0 program to be able to determine the effect of work mutations on employee performance partially as follows:

Table 1- Linear Regression Test

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	14.422	5.008		2.880	.006
	Mutation	.789	.087	.816	9.036	.000

a. Dependent Variable: Performance

Source: Data Processed, 2020.

Based on the data in the table above, it can be explained that the regression analysis produces a regression direction of b amounted to 0,789 and the constant of a amounted to 14,422. Thus, the effect of work mutations on employee performance can be described through the regression equation: $\hat{Y} = 14.422 + 0.789 X$. These results indicate that if the work mutation is increased by 1 unit (%), then it will increase the performance by 0,608 units (%).

The t-test is to determine whether the variable of work mutation (X) partially contributes significantly on the employee performance. The results of the t test can be briefly described in the following table:

Table 2 – Table of Data Analysis Results for the t test

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	14.422	5.008		2.880	.006
	Mutation	.789	.087	.816	9.036	.000

a. Dependent Variable: Performance

Source: Data Processed, 2020.

Table 3 – Regression of Influence of Work Mutations on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 ^a	.666	.658	5.76389

a. Predictors: (Constant), Mutation

Source: Data Processed, 2020.

From table 2 it can be seen that the regression coefficient (t-calculate) for the variable of work mutation (X) is 9.036 while at a = 5% and df = 41, obtained the value of t table is = 1.685. Because t calculate > t table so that it is partially proven that the employee work mutation variable has a significant effect on the employee performance of PT. Bank Tabungan Negara (BTN) Ambon Branch. Thus the hypothesis which states that it is assumed that work mutation variables have an influence on the performance of employees of

PT. Bank Tabungan Negara (BTN) Ambon Branch in this case is acceptable and has been statistically tested.

Based on the results of the above calculations, it can be seen that the R-value is 0,816 so that simultaneously the correlation of work mutations on employee performance is very high. As for the R² (square) value is 0,666, meaning that work mutations can explain changes in employee performance by 66,6%, while 33,4% is explained by other variables.

DISCUSSION OF RESULTS

Based on the results of research conducted using the Simple Linear Regression equation, describing the state of the applied mutation has a major influence on employee performance, with the regression coefficient value for the mutation variable is 0.789 and significant $0,000 < 0,05$, this means that the mutation variable has a positive effect on employee performance. Meaning that if the work mutation is getting better, then employee's performance will also increase. From the analysis, it is obtained that the value of R square (R²) is 0.666. This indicates that the independent variable (X) of employee's work mutation together has an influence on the dependent variable (Y) of the employee's performance of PT. Bank Tabungan Negara (BTN) Ambon Branch of 66,6%. So this research has succeeded in showing that mutations have a positive and significant effect on employee performance. This means, there are other variables that can affect the performance of employees of PT. Bank Tabungan Negara (BTN) Ambon Branch.

Movements have occurred when an employee in an agency leaves their current position and starts a new position at the same level in the same organization, but works in a different work group for different managers (Dineen et al, 2011:294). It is best to pay attention to the placement or change of an employee's position or workplace, so that the purpose of the employee's work transfer does not have an impact on the employee's performance decline. The number of mutations that always changes from year to year can affect the results of employee work performance in recent years, because there are still employees who, after being transferred, have not been able to complete their own work. As well as the placement should be placed in accordance with the abilities and skills of the employees themselves. So that seeing the problem in mutations is still deemed inaccurate in implementing the policy. Mutations must be carried out appropriately so that employees can provide a good and positive attitude and are more enthusiastic in carrying out their work at PT. Bank Tabungan Negara (BTN) Ambon Branch. As in Sabari's (2014) research stated that mutations have a positive effect on employee performance. Good or not the employee's performance can be affected by the mutation factor. An employee who has undergone an employee mutation program is able to conduct his/her job effectively and efficiently and will tend to have a better / higher performance, because the mutation can provide opportunities for employees to expand their work abilities. In addition, it is necessary to pay attention to the improvement in the performance of PT. Bank Tabungan Negara (BTN) Ambon Branch to be more selective in granting the mutation and willingness to work in accordance with existing work standards, so that employee work performance will be improved. Mutations are very important in improving employee performance, because with the transfer of employees, each employee is required to work better with the hope that one day they will get a better position as well. (Gautami, 2013:4).

CONCLUSION

Based on the analysis of the research above regarding the effect of mutations on the work performance of employees of PT. Bank Tabungan Negara (BTN) Ambon Branch, the following conclusions are drawn:

- Mutations have a positive and significant effect on the performance of employees of PT. Bank Tabungan Negara (BTN) Ambon Branch. This can be seen from the significance obtained at $0.000 < 0.05$, then it can be stated that mutations have a positive and significant effect on the performance of employees of PT. Bank

Tabungan Negara (BTN) Ambon Branch;

- While the coefficient of determination (R²) value with SPSS data processing obtained at 0,666. This figure indicates that the work performance variable is influenced by the mutation amounted to 66,6%, while 33,4% of the employee's performance is influenced by other variables outside the mutation variable.

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