

## EFFECTIVENESS OF WORK MUTATION POLICY AND WORK PERFORMANCE IN IMPROVING PERFORMANCE IN BATAM CITY GOVERNMENT

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**Abstract :** *The purpose of the study was to determine the effectiveness of the Batam City Government in carrying out job transfers and work performance on employee performance and its implications. This research design is included in quantitative descriptive research, namely statistical analysis used to describe, summarize, and analyze quantitative data. The subject of this study was in the Batam City Government with a population of 5,541 people. So the sampling using the Slovin formula obtained a sample of 100 people with an error rate of 10% so that the sampling used simple random sampling. The data analysis tool used is path analysis multiple linear regression. The results of this study conclude that job transfers and work performance as independent variables have a significant effect both partially and simultaneously on the performance of Batam City Government employees. Job transfers to Batam City Government employees are carried out based on applicable procedures so that the existence of these procedures illustrates the effectiveness of the job transfer policy has met the applicable requirements.*

**Keywords:** *Job mutation, Work performance, Employee performance*

## INTRODUCTION

The effectiveness and policies of government agencies related to job transfers and work performance are agency strategies in managing Human Resources and are Human Resource development aimed at refreshing or because of needs in a work unit (Zolak Poljašević et al., 2025). The organization's policy of carrying out job transfers can occur in a certain period or because of requests and submissions from the Batam work unit so that the process of job transfer policies and work performance is common and can be because the employee has performed well or behaved well in the organization and vice versa. The success of the organization in managing Human Resources as a form of manifestation that leadership in the organization can see and assess the performance of each employee in a certain period (Cayrat & Boxall, 2023). Employee performance in the concept of Human Resource Management is related to the achievement of work results achieved by anyone in the organization or group and carrying out their duties and functions according to their responsibilities (Ángeles López-Cabarcos et al., 2022) ; (Qalati et al., 2022). A person's performance can be measured based on quality, quantity, time and cooperation in achieving the goals that have been set (Islami et al., 2018). Thus, the performance of organizational employees is highly dependent on its employees.

The magnitude of the influence of mutations on employee performance in an organization is a natural thing to happen (Hassanat et al., 2019). Sometimes the job mutation experienced by each employee is the right step in a person's career journey without the leader or organization realizing that someone who is transferred has a positive side because of good work (Mikalef et al., 2019). So, job mutations are closely related to performance because of Human Resources problems that often occur because the

employee's performance decreases, thus threatening the company's goals. Of course, conditions like this can occur in companies or organizations that have broad divisions and fields of work. The organization's policy in monitoring employee performance as a form that the organization is in the right corridor including being managed by the right person or better known as the term in the right man in the right place. Job mutation can be defined as the transfer of employees or employees from one position, department, or work location to another position in the same company or agency under the central government (Muhammad & Muhammad, 2021). Common reasons for job transfers in an agency are work needs, personal requests, organizational structure changes and promotions (Thomotuya, 2016).

Studies according to that job transfers affect employee performance (Insani et al., 2022); (Mote & Karadas, 2022), this means that job transfers in the organizational system are only efforts or ways to assess and provide opportunities for employees to be able to work better in a new place. The problem of employee job transfers is identically strong because the person has work weaknesses or problems. In addition to job transfers, factors that affect employee performance are work performance (Agus Triansyah et al., 2023). The relationship between the interpretation of the definition of work performance and performance is of course identical to the achievement of work results but still has differences. Performance achievement is the result or achievement of a person's or group's performance while employee performance is a measure of how well employees or groups carry out tasks including how they achieve their set goals (Agus Triansyah et al., 2023). Therefore, even though they have different views, in the study of Human Resources, work performance affects performance.

Batam City is a city located in the Riau Islands, Indonesia which is known as an industrial, trading city and gateway to Singapore. Batam City has a dual government, namely the Batam City Government and the Batam Business Agency. As the Batam City Government, of course, with all its power and strength, it is required to be able to manage work units and Human Resources so that they can work and serve the public according to procedures. According to data from the Central Human Resources Personnel Agency in 2024, the recapitulation of the total number starting from structural positions, functional positions and executive positions in the city of Batam is 5,541 employees. With this data, the Batam City Government must be able to empower and manage employees professionally so that the placement or location of employee work areas can affect organizational performance.

The basis of this research from field observations found problems and phenomena of the Batam City Government related to job transfers, difficulty in obtaining information or data on the number of employees who have transferred. Internal sources of the Batam City Government stated that job transfers still exist but the scale is very small because job transfers only occur in employees whose performance has increased. Therefore, in strengthening this research phenomenon, the author conducted an in-depth and measurable literature study by looking for updated reference sources from internationally reputable journals such as. The purpose of the study was to determine the effectiveness of the Batam City Government in carrying out job transfers and work performance on employee performance and its implications.

## LITERATURE REVIEW

### Job Mutation

Understanding mutation or better known as "transfer" is the activity of moving workers from one unit to another work unit that is considered parallel (Hasibuan, 2019). Mutation is the activity of moving employees from one job to another job at the same level (Hasibuan, 2019). Mutation in human resource management can include two meanings, namely the activity of moving employees from one workplace to a new workplace which is often referred to as a transfer (tour of area) and the activity of moving employees from one task to another task in the same work unit, or in one company (tour of duty) (Naramski et al., 2022). The concept of mutation is not only "transfer" from one job/task to another job/task, but the transfer also applies to new units or workplaces with old tasks/jobs (Naramski et al., 2022). Job mutation indicators are Knowledge, Experience, Skills, Needs, Responsibilities, Abilities, Productivity and Accuracy.

H<sub>1</sub>: partially the work transfer variable has a positive and significant effect on employee performance

### Work Performance

Work performance is the focus of every organization because it is related to the employee's ability to achieve targets or work standards set by the company (Silitonga, 2021). By making employees excel at their jobs, the company makes itself ready in increasingly tight market competition conditions (Li et al., 2021). Work performance is a work result achieved by an employee seen from his personal characteristics and perception of his role in the job, or a form of separate assessment in carrying out and improving his work programs (Zhenjing et al., 2022). Work performance is a result of a job achieved by someone in carrying out the tasks that have been assigned to each employee based on skills, experience and sincerity and time (Vuong & Nguyen, 2022). Work performance indicators are Productivity, Goal attainment, Time management, Team collaboration and Adaptability and innovation (Vuong & Nguyen, 2022).

H<sub>2</sub>: partially, work achievement variable has a positive and significant effect on employee performance.

### Employee Performance

Performance will always be a contested and evolving concept. Reaching a consensus on the definition of performance is difficult at the organizational level because we need to take into account all the activities that occur within an organization, organization and all the different interests involved (Pintea, 2013). Performance is The term "performance" describes the evaluated contribution to the achievement of organizational goals (Okar, 2016). According to (Maria, 2016) performance is part of the action and is subjective because it is a product of operations, which due to its subjective nature, consists of an approach to a reality with a desire. Employee performance indicators are work results, competence, work behavior, potential, and technology (Suwanto, 2020).

H<sub>3</sub>: simultaneously the variables of job mutation and job performance have a positive and significant effect on employee performance.

## RESEARCH METHODS

This research design is included in quantitative descriptive research, namely statistical analysis used to describe, summarize, and analyze quantitative data. Quantitative data is data that can be measured or calculated using numbers, such as age, weight, height, and so on. So what is meant by quantitative descriptive statistical analysis includes various techniques, including data centralization measurements. This means that the research data collected from the results of distributing questionnaires via Google Form will then be processed, tabulated and interpreted according to needs as well as used for research data processing needs. The subject of this study was the in the Batam City Government with a population of 5.541 people. So, sampling using the Slovin formula obtained a sample of 100 people with an error rate of 10% so that sampling used simple random sampling. The data collection technique in this study is the primary data technique which uses a questionnaire (Google Form) as a tool for collecting research data through respondents while secondary data is supporting data such as reference sources from scientific articles, books, and important information obtained from the internet that is relevant to the research. The data analysis tool used is path analysis regresi linear berganda.

## RESULTS AND DISCUSSION

### Validity Test

The results of validity and reliability testing were conducted on respondents outside the research sample of 30 Batam City Government employees. The results are as follows:

**Table 1. Validity Test Results**

Variables	Question	Corrected Item- Total Correlatin	r <sub>table</sub>	Criteria
Job Mutation (X <sub>1</sub> )	Knowledge	0.721	0.361	Valid
	Experience	0.547	0.361	Valid
	Skills	0.415	0.361	Valid
	Need	0.745	0.361	Valid
	Responsibility	0.612	0.361	Valid
	Ability	0.415	0.361	Valid
	Accuracy	0.612	0.361	Valid
Work performance (X <sub>2</sub> )	Productivity,	0.714	0.361	Valid
	Goal attainment	0.714	0.361	Valid
	Time management	0,553	0,361	Valid
	Team collaboration	0,459	0,361	Valid
	Adaptability and innovation	0,725	0,361	Valid
Employee Performance (Y)	work results	0,691	0,361	Valid
	competence	0,691	0,361	Valid
	work behavior	0,362	0,361	Valid
	potential	0,772	0.361	Valid
	technology	0.772	0.361	Valid

Source: Results of SPSS data processing, 20 24 (Processed by researchers)



Based on Table 1 above, it is known that for all variables, the Corrected item-total correlation value ( $r_{\text{count}} > r_{\text{table}}$ ) (0.361). Thus, all questionnaire items are valid and the research variable indicator instruments can be used in research.

### Reliability Test

The next process is to see the results of the reliability testing of all variables which aims to measure the extent to which validity and reliability have data validity. The results are as follows:

**Table 2. Reliability Test Results**

Variables	Cronbach's Alpha	N of Item	Criteria
Job Transfer	0.810	5	Reliable
Work Performance	0.821	5	Reliable
Employee Performance	0.807	5	Reliable

Source: Results of SPSS data processing, 20 24 (Processed by researchers)

Based on Table 2 above, it is known that the Cronbach's alpha coefficient  $> 0.60$ , this means that the results of the reliability test in this study are accurate and consistent so they can be used in research.

## RESEARCH RESULT

### Hypothesis Testing

#### Partial Significance Test (t-Test)

Test This partial (t-test) shows how much influence the independent variables (job promotion and job rotation) have individually or partially on the dependent variable (employee performance). The t-test is carried out by comparing the calculated t value with the  $t_{\text{table}}$  with decision making criteria are:

- $H_0$  is accepted if  $t_{\text{count}} < t_{\text{table}}$  at  $\alpha = 5\%$ .
- $H_a$  is accepted if  $t_{\text{count}} > t_{\text{table}}$  at  $\alpha = 5\%$ .

calculated t value was obtained using SPSS 20.0 for Windows software, then it will be compared with the  $t_{\text{table}}$  value at the  $\alpha = 5\%$  level, namely that obtained with degrees of freedom =  $df - k$  ( $df$  = number of samples and  $k$  = total number of variables), namely  $df1 = 3 - 1 = 2$ , and  $df2 = 100 - 3 = 97$ , then the  $t_{\text{table}}$  value used is  $t_{0.05(97)} = 1.660$ .

**Table 3. Partial Test Results (t-Test)**

		Coefficients <sup>a</sup>				
Model		Unstandardized	Standardized	t	Sig.	
		Coefficients	Coefficients			
		B	Std. Error	Beta		
1	(Constant)	2,883	2,234		1,290	,203
	Job Mutation	,237	,094	,285	2,533	,014

Work performance,611,133,515,4,582,000

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results , 2024

Based on Table 3, it can be explained as follows:

1. For the work mutation variable, the calculated t value was 2.533. Furthermore, the calculated t value was compared with the t table , so the calculated t (2.533) > t table (1.6 60 ) with a significance level of 0.014. < 0.05. Thus, job mutation has a positive and significant effect on performance of Batam City Government employees .
2. For work performance variables obtained a t - value of 4.582. Furthermore, the t-value is compared with the t- table , so the t- value (4.582) > t- table (1.6 60) with a significance level of 0.000 < 0.05. Thus, work performance has a positive and significant effect on performance of Batam City Government employees .

### Simultaneous Significance Test (F Test)

Simultaneous test (F test) was conducted to see the influence of independent variables (job promotion and job rotation) simultaneously on the dependent variable (employee performance). The decision making criteria are:

- $H_0$  is accepted if  $F_{count} < F_{table}$  at  $\alpha = 5\%$ .
- $H_a$  is accepted if  $F_{count} > F_{table}$  at  $\alpha = 5\%$ .

calculated F value is obtained using SPSS 20.0 for Windows processing, then it will be compared with the  $F_{table}$  value at the  $\alpha$  level = 5% with degrees of freedom, namely  $df_1 = 3 - 1 = 2$ , and  $df_2 = 100 - 3 = 97$  , then the  $F_{table}$  used is the F value of 0.05 (2: 97 ) , namely 2.70 .

**Table 4. Simultaneous Test Results (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115,267	2	57,633	25,436	,000 <sup>b</sup>
	Residual	120,091	53	2,266		
	Total	235.357	55			

a. Dependent Variable: Performance

b. Predictors: (Constant), Job rotation, Job promotion

Source: SPSS Data Processing Results , 20 34

Based on the SPSS output in Table 4.14 above, the calculated F value is 25.463. Then the calculated F compared with the  $F_{table}$  , the calculated F result is obtained (25,463) >  $F_{table}$  ( 2,70 ) with a significance level of 0.000 < 0.05. This shows that job transfers and work performance simultaneously or together have a positive and significant effect on the performance of Batam City Government employees.

### Discussion

Based on the results of partial and simultaneous data testing, the next step is to discuss the research results, as follows:

H<sub>1</sub>: partially the work transfer variable has a positive and significant effect on employee performance.

performance. It can be explained that job transfer can affect employee performance. The results of this study indicate that the agency's process and policy of transferring work to a person or work group aims to provide an opportunity for that person to work better in another place and position so that it can help performance in a new place. The basis for agencies to carry out job transfers also aims to provide space for juniors to develop and work so that it can be concluded that job transfers are not because someone is transferred because they receive sanctions but because of work productivity. Therefore, the variable of job transfer partially affects the performance of employees in the Batam City Government in the research supports the research (Calista, 2022); (Ambarwati et al., 2023).

H<sub>2</sub>: partially, work achievement variable has a positive and significant effect on employee performance. It can be explained that work performance is one of the crucial indicators affecting employee performance in the Batam City Government. Employees who have work performance in work determine the success of the organization or company goals. Agencies will be lucky if every employee has equal work performance, then employee performance will automatically increase. The results of this study strongly support research (Halima Thuzai et al., 2024) that employees who achieve high performance are employees who have above average work performance. According to (Bah et al., 2024) job performance is synonymous with employees' willingness and readiness to get closer to alternative procedures is critical to the overall success or failure of the company's changes.

H<sub>3</sub>: simultaneously the variables of job mutation and job performance have a positive and significant effect on employee performance. It can be explained that the variables of job transfer and job performance are independent variables that have a positive impact on improving employee performance in the Batam City Government. The overall influencing factor is that the variable indicators that measure are able to show good validity and reliability so that it affects the overall results in this study.

## CONCLUSION

The results of this study conclude that job transfer and job performance as independent variables have a significant influence both partially and simultaneously on the performance of Batam City Government employees. Job transfers to Batam City Government employees are carried out based on applicable procedures so that the existence of these procedures illustrates the effectiveness of the job transfer policy has met the applicable requirements. Suggestions in the study that the impact of job transfers in organizations does not only occur in the Batam City Government but also in private companies and BUMN so that input is good for other authors to conduct research developments in the future.

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