



THE EFFECT OF JOB MUTATION AND JOB COMPETENCY ON EMPLOYEE PERFORMANCE AT THE BKPSDM OF SOUTH SOLOK REGENCY

Nazratul Hasanah¹⁾, Henryanto Abaharis²⁾
^{1,2)}Sekolah Tinggi Ilmu Ekonomi KBP
¹⁾nazratuines15@gmail.com

ABSTRACT

This purpose of this study to determine the effect of job transfers and work competency on employee performance in the civil service and human resource development agency (BKPSDM) of South Solok Regency. Respondents in this research were 42 people using the Total Sampling technique. The data analysis used is multiple linear regression. The test results show that job transfers have a positive and significant effect on employee performance and work competency has a positive and significant effect on employee performance.

Keywords: *job mutation, job competency and employee performance*

Send : December 14th, 2023

Acceptance : February 25th, 2024

INTRODUCTION

Human resources significantly impact an organization or institution in determining the success of a company. Human resources serve as the driving force for a company to enhance employee performance in carrying out their duties to the best of their abilities, aiming to achieve the company's established goals. Within human resources, individuals play a role as movers, and therefore, the quality of human resources is influenced by the people working within it.

Employee performance can affect the operations of a corporate organization. The better the performance demonstrated by employees, the more it contributes to the development of the organization or company. Performance represents the level of achievement in implementing programs, activities, or policies to realize the goals, vision, and mission of an organization as outlined through strategic planning.

According to Rosmaini & Tanjung (2019), employee performance is crucial for a company's efforts to achieve its goals. Performance refers to the output of a worker, a management process, or an organization as a whole, where this work output must be demonstrated concretely and measured against established standards.

One factor affecting employee performance is job rotation. Job rotation involves company leaders transferring employees from one job to another considered equivalent or (Magister Manajemen et al., 2017). According to research by Ali Aqsa & Olivia (2017), mutations involve the transfer and appointment of employees to specific ranks and positions based on professionalism principles according to competencies, work performance, established ranks for the position, and other requirements, without distinguishing gender, ethnicity, religion, race, or group. To ensure objectivity in considering mutations in positions and promotions, an assessment of job performance (performance) is conducted, one of which is through Key Performance Indicator (KPI) assessment.

Job mutation is the movement of employees from one position to another horizontally, at an equivalent level, without any accompanying increase in salary, responsibilities, or authority within a company. The purpose of job mutation is to reduce employee boredom at work within a company and to enhance employees' understanding of various job roles.

Research conducted by Ali Aqsa & Olivia (2017), defines mutation as the transfer and appointment of employees to specific ranks and positions based on principles of professionalism, competence, and work performance, without discrimination based on gender, ethnicity, religion, race, or group. To ensure objectivity in considering job mutations and promotions, performance evaluations, such as Key Performance Indicator (KPI) assessments, are conducted.

According to Dua Mea (2022), mutation is a recurring element within companies and organizations. As known, mutation entails changes in position, job, or location initiated by top organizational leaders for both management and non-management employees, whether horizontally or vertically (promotion/demotion), within a single organization, as part of human resource development.

Based on the descriptions above, it can be concluded that such employee mutations fall under the purview of employee development, with the aim of enhancing efficiency and effectiveness within an organization or company. In these mutations, it's crucial to consider the importance of the mutation principle, which involves placing employees in suitable positions and roles that align with their knowledge, skills, and competencies, thereby fostering increased motivation, enthusiasm, and work productivity.

Research by Runtuwene et al. (2016), titled "The Influence of Job Placement, Mutation, and Workload on Employee Performance at PT. Bank Sulutgo Manado," indicates that mutations have a positive and significant impact on employee performance, particularly evident at Bank Sulut Manado. Similarly, research by Karnadi & Pradana (2019), titled "The Influence of Job Promotion, Mutation, and Work Discipline on Employee Performance at Bank Rakyat Indonesia (Persero) Tbk. Situbondo Branch," shows that mutations significantly and positively affect employee performance. These findings suggest that when mutations align with employees' needs in their respective fields, employee performance improves, whereas performance declines when mutations are not based on employees' needs. Thus, the hypothesis of this research is:

H₁ : Job mutation has a positive and significant effect on employee performance.

Competence is the ability of an employee to carry out a task according to their capabilities, based on their knowledge and skills, thus contributing to good performance for

The Effect Of..... (hasanah, abaharis)



the company. According to research by Ardiansyah & Sulistiyowati (2018), competence is the ability to perform a job based on skills and knowledge.

On the other hand, according to Abaharis & Fauzi (2022), employees with strong competencies relevant to their positions will excel in their daily tasks, resulting in the expected performance for the company. Competence forms the basis for how employees carry out their responsibilities, and they must adapt to meet competency standards in their respective fields.

Based on the above descriptions, it can be concluded that competence is an individual's ability to perform various tasks within a job, grounded in skills and knowledge and supported by the work attitude demanded by the job. With competence, human resources are seen as individuals with unique abilities that need to be developed, and they are valued as valuable assets. Therefore, the role of human resources will be increasingly appreciated, particularly regarding competency.

Research conducted by Muhandari et al. (2020), states that competence significantly and positively influences employee performance at the West Makassar Primary Tax Office. This aligns with the findings of Abaharis & Fauzi (2022), who also state that competence has a positive and significant effect on employee performance.

However, the research conducted by Nurlita et al. (2021), suggests a different perspective, indicating that competence has a negative and insignificant impact on employee performance. Thus, the hypothesis of this research is:

H₂ : Job competence has a positive and significant effect on employee performance.

RESEARCH METHOD

The type of research in this study is quantitative. The focus of this research is on the performance of employees in the Human Resources Development Agency of South Solok Regency. The population involved in this study comprises all employees of the Human Resources Development Agency of South Solok Regency, totaling 42 employees.

The research method used in this study is quantitative. The research was conducted at the Office of Human Resources and Development Agency (BKPSDM) of South Solok Regency. The variables in this research are Job Mutation (X1), Work Competence (X2), and Employee Performance (Y). Data collection techniques employed in this study include questionnaires, observations, and documentation. The population under study comprises all employees at the Human Resources and Development Agency (BKPSDM) of South Solok Regency, totaling 42 employees.

The sampling technique utilized in this study is Total Sampling, resulting in a sample size of 42 employees. To validate the accuracy of the data to be analyzed, the data will be tested using the SPSS program. The data analysis in this research utilizes multiple linear regression analysis aimed at determining the existence and direction (whether positive or negative) of the dependency relationship between independent variables (X) and the dependent variable (Y).

This research involves two variables: the dependent variable and the independent variables. The dependent variable in this study is employee performance (Y), while the independent variables are job mutation (X_1) and work competence (X_2). The data analysis technique includes instrument testing (validity and reliability tests), classical assumption testing (normality test, multicollinearity test, and heteroskedasticity test), multiple linear regression calculations, and hypothesis testing (t-test).

RESULTS AND DISCUSSION

The test results of the research instrument for the influence of job mutations and job competencies on employee performance at the Human Resources and Development Agency (BKPSDM) of South Solok Regency.

Validity Test

This test aims to determine whether a study is declared valid or not. The test is considered valid if the r-value is greater than the critical r-value.

Table 1
Test the validity of employee performance (Y)

Statement Item	Corrected Item Total Correlation	r_{tabel}	Information
1	0,559	0,361	Valid
2	0,671	0,361	Valid
3	0,715	0,361	Valid
4	0,746	0,361	Valid
5	0,531	0,361	Valid
6	0,433	0,361	Valid
7	0,575	0,361	Valid
8	0,665	0,361	Valid
9	0,470	0,361	Valid
10	0,565	0,361	Valid
11	0,456	0,361	Valid
12	0,691	0,361	Valid

Source: Processed primary data for November 2023

From Table 1, it is observed that all statements regarding the variable of employee performance can be considered valid, as the calculated r-value is greater than the critical r-value. Therefore, all statements can be utilized in subsequent data processing stages.



Table 2
Test the validity of Job Mutation (X1)

Statement Item	Corrected Item Total Correlation	r _{tablel}	Information
1	0,593	0,361	Valid
2	0,753	0,361	Valid
3	0,456	0,361	Valid
4	0,371	0,361	Valid
5	0,825	0,361	Valid
6	0,823	0,361	Valid
7	0,772	0,361	Valid
8	0,737	0,361	Valid
9	0,764	0,361	Valid
10	0,727	0,361	Valid

Source: Processed primary data for November 2023

From Table 2, it is evident that all statements regarding the variable of job mutations can be considered valid, as the calculated r-value is greater than the critical r-value. Consequently, all statements can be employed in further stages of data processing.

Table 3
Test the validity of Job Competence (X2)

Statement Item	Corrected Item Total Correlation	r _{tablel}	Information
1	0,872	0,361	Valid
2	0,863	0,361	Valid
3	0,455	0,361	Valid
4	0,387	0,361	Valid
5	0,588	0,361	Valid
6	0,951	0,361	Valid
7	0,934	0,361	Valid
8	0,903	0,361	Valid
9	0,902	0,361	Valid
10	0,813	0,361	Valid

Source: Processed primary data for November 2023

From Table 3, it is evident that all statements regarding the variable of job competency can be considered valid, as the calculated r-value is greater than the critical r-value. Therefore, all statements can be utilized in subsequent stages of data processing.

Reliability Test

Reliability testing is conducted using Cronbach's Alpha. If the value is greater than 0.600, it indicates the reliability of the instrument. However, if the value is less than 0.600, it is considered unreliable.

Table 4
Reliability test

Variable	Cronbach's Alpha	Value limit	Information
Employee Performance (Y)	0,886	0,600	Reliabel
Job Mutation (X1)	0,914	0,600	Reliabel
Job Competence (X2)	0,944	0,600	Reliabel

Source: Processed primary data for November 2023

Based on the reliability test results in Table 4, it shows that the Cronbach's Alpha values for the variables of employee performance, job mutations, and job competency are > 0.600. The table above demonstrates that the Cronbach's Alpha is greater than 0.600. Therefore, it can be concluded that the responses provided by the respondents are reliable, allowing for the continuation of subsequent data processing stages.

Normality Test

In this test, the Kolmogorov-Smirnov test is employed to assess normal distribution. Data is considered to have a normal distribution if the result is ≥ 0.05 and is considered non-normal if the result is ≤ 0.05 (Sugiyono, 2017). For further details, please refer to the table below.

Tabel 5
Normality test

Variable	Asymp.Sig.(2-tailed)	Alpha	Conclusion
Employee Performance (Y)	0,172	0,05	Normal
Job Mutation (X1)	0,845	0,05	Normal
Job Competence (X2)	0,531	0,05	Normal

Source: Processed primary data for November 2023

Basing on Table 5, the processed data indicates that the Asymp.Sig. (2-tailed) values for all three variables are > 0.05. Therefore, the conclusion can be drawn that the processed data is normally distributed.

Multicollinearity Test

Testing the regression model reveals correlations among independent variables.



Table 6
Multicollinearity test

No	Variable	VIF	Tolerance	Conclusion
1	Job Mutation	1,070	0,935	Symptom free Multikolinieritas
2	Job competence	1,070	0,935	Symptom free Multikolinieritas

Source: Processed primary data for November 2023

Based on the results of the multicollinearity test in Table 6, the tolerance value for the variable of job mutations is $0.935 > 0.1$, and the VIF value is $1.070 < 10$. Similarly, for the variable of job competency, the tolerance is $0.935 > 0.1$, and the VIF is $1.070 < 10$. Hence, it can be concluded that there is no multicollinearity issue between these two variables, indicating they are free from multicollinearity.

Heteroskedasticity Test

Heteroskedasticity test involves examining differences in the variance of residuals from one observation to another. If this occurs, it is concluded that there is a presence of heteroskedasticity.

Table 7
Heteroskedasticity test

No	Variabel	Sig	Alpha	Conclusion
1	Job Mutation	0,914	0,05	Symptom free Heteroskedastisitas
2	Job Competence	0,541	0,05	Symptom free Heteroskedastisitas

Source: Processed primary data for November 2023

Based on the heteroskedasticity test results using SPSS, it can be observed that the significance value of each independent variable mentioned above is greater than the Alpha value (0.05). Therefore, it can be concluded that all independent variables show no indication of heteroskedasticity.

Multiple Linear Regression Analysis

The multiple linear regression analysis between job rotation (X_1), job competency (X_2), and employee performance (Y), assisted by the SPSS program, yielded the following results as shown in the table below:

Table 8
Results of multiple Linear Regression Analysis

Dependent variable	Konstansta and Independent Variabel	Koefisien Regression
	Konstansta (α)	23,126
Employee performance (Y)	Job Mutation (X1)	0,404
	Job Competence (X2)	0,191

Source: Processed primary data for November 2023

Based on table 8, the regression equation model obtained is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 23,126 + 0,404X_1 + 0,191X_2 + e$$

Meaning, the regression equation above demonstrates the partial relationship between the independent variables and the dependent variable. From this equation, the following conclusions can be drawn:

1. The value of the employee performance variable (Y) has a constant of 23.126 (positive). This means that if job rotation (X1) and job competency (X2) are assumed to be zero (0), the employee performance (Y) would be 23.126 units.
2. The value of the job rotation variable (X1) has a coefficient of 0.404. This implies that for every one-unit increase in job rotation (X1), the employee performance (Y) increases by 0.404 units. Meanwhile, job competency (X2) is held constant.
3. The value of the job competency variable (X2) has a coefficient of 0.191. This indicates that for every one-unit increase in job competency (X2), the employee performance (Y) increases by 0.191 units. Meanwhile, job rotation (X1) is held constant.

Hypothesis Testing t

In this test, to determine the influence of independent variables and mediating variables on the dependent variable partially and to measure the significance of the influence of independent variables on the dependent variable.



Table 9
Hypothesis Testing t

No	Research Variable	Significance	level Significance	Conclusion
1	Job Mutation	0,000	0,05	H ₁ Accepted
2	Job Competence	0,013	0,05	H ₂ Accepted

Source: Processed primary data for November 2023

Based on the table above, the results of the t-test can be explained as follows:

- The t-test result for the job rotation variable on employee performance with a significance value of $0.000 < 0.05$, therefore, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁) is accepted. This implies that job rotation has a positive and significant influence on employee performance.
- The t-test result for the job competency variable on employee performance with a significance value of $0.013 < 0.05$, hence, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁) is accepted. This indicates that job competency has a positive and significant effect on employee performance.

DISCUSSION

The Influence of Job Mutation on Employee Performance.

From the data analysis conducted by the researcher, it was found that the mutation variable has a t-value of $5.085 > 2.021$ t-table with a significance value of $0.000 < 0.05$, meaning that job mutation has a positive and significant impact on employee performance. Therefore, in this study, H₁ is accepted.

This occurs when job mutation are implemented among employees of the South Solok District Agency for Civil Servants and Human Resource Development (BKPSDM). The research findings align with the study conducted by Runtuwene et al. (2016), regarding the Influence of Job Placement, Mutation, and Workload on Employee Performance at PT. Bank Solutgo Manado, where it was discovered that job mutation has a positive and significant influence on employee performance at Bank Solut Manado. This indicates that job mutation is one of the important variables or predictors of employee performance, particularly at Bank Solut Manado.

Furthermore, the research conducted by Karnadi & Pradana (2019), on the Influence of Job Promotion, Mutation, and Work Discipline on Employee Performance at Bank Rakyat Indonesia (Persero) Tbk. Situbondo Branch showed that rotation significantly influences employee performance. These findings indicate that when rotations are done according to the employees' needs in their field, employee performance will improve. Conversely, if mutation are not based on employee needs, performance may decrease.

The Influence of Job Competence on Employee Performance

From the data analysis conducted by the researcher, the work competence variable has a t-value of $2.615 > 2.021$ t-table with a significance value of $0.000 < 0.05$, indicating that work competence has a positive and significant influence on employee performance. Hence, in this study, H_2 is accepted.

These research findings align with Muhandari et al. (2020), study, stating that competence significantly and positively influences employee performance at the West Makassar Primary Tax Service Office. This study is also in line with Abaharis & Fauzi (2022), research, stating that competence has a positive and significant influence on employee performance.

Theoretically, it explains that competence affects employee performance. The higher the competence possessed by employees and its alignment with job role demands, the higher the employee's performance will be. Competent employees typically have stable characteristics, attitudes, behaviors, willingness, and work abilities to address workplace situations, formed from a synergy of their nature, self-concept, internal motivation, and knowledge capacity in context. This allows them to quickly overcome challenges, work calmly and confidently, view work as a sincere obligation, and openly enhance self-quality through the learning process.

CONCLUSION

Based on the testing and discussion regarding the Influence of Job Rotation and Work Competence on the Performance of South Solok BKPSDM Employees, several conclusions can be drawn, including:

1. Job Mutation has a positive and significant impact on the performance of South Solok BKPSDM employees.
2. Work competence has a positive and significant influence on the performance of South Solok BKPSDM employees.

ACKNOWLEDGMENTS

Thanks to Mr. Irwandi Osmadi S.E for granting me permission to conduct research at the BKPSDM Office of South Solok District, and further thanks to Ms. Deswita Elvina S.Kom, Head of the General Affairs Division, for assisting me during my research at the BKPSDM Office of South Solok District. I would also like to express my gratitude to all employees of the BKPSDM Office of South Solok District who have contributed to the completion of my research. Without the support, guidance, and advice from all employees of the BKPSDM Office of South Solok District, I would not have been able to complete my thesis research. Once again, I extend my heartfelt gratitude to all employees of the BKPSDM Office of South Solok District.



BIBLIOGRAPHY

- Abaharis, H., & Fauzi, H. (2022). Pengaruh Kompetensi, Kompensasi, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Sumatera Jaya Agro Lestari Silaut. *Jurnal Bina Bangsa Ekonomika*, 15(2), 543–556. <https://doi.org/10.46306/jbbe.v15i2.195>
- Ali Aqsa, M., & Olivia, F. (2017). Pengaruh Mutasi Jabatan Terhadap Kinerja Pegawai Pada Pt Pegadaian (Persero) Kantor Wilayah Pekanbaru. *Eko & Bisnis*, 8(4), 18–26. <http://bit.ly/2n06jpo>
- Ardiansyah, Y., & Sulistiyowati, L. H. (2018). Pengaruh Kompetensi dan Kecerdasan Emosional Terhadap Kinerja Pegawai. *Jurnal Inspirasi Bisnis Dan Manajemen*, 2(1), 91. <https://doi.org/10.33603/jibm.v2i1.1064>
- Dua Mea, M. H. C. (2022). Rotasi dan Mutasi Pada Kinerja Karyawan Universitas Flores. *Jurnal Keuangan Dan Bisnis*, 20(2), 33–45.
- Karnadi, & Pradana, S. W. (2019). Pengaruh Promosi Jabatan, Mutasi dan Disiplin kerja Terhadap Kinerja Karyawan Pada Bank Rakyat Indonesia (PERSERO) Tbk. Cabang Situbondo. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699. <https://doi.org/10.1017/CBO9781107415324.004>
- Magister Manajemen, J., Ellyzar, N., Yunus, M., Manajemen Fakultas Ekonomi dan Bisnis Universitas Syiah Kuala Banda Aceh, M., & Ekonomi, F. (2017). Pengaruh Mutasi Kerja, Beban Kerja, Dan Konflik Interpersonal Terhadap Stress Kerja Serta Dampaknya Pada Kinerja Pegawai Bpkp Perwakilan Provinsi Aceh. *Bisnis Unsyiah*, 1(1), 35–45.
- Muhandari, F., Ilham, M., & Labolo, M. (2020). Pengaruh Kompetensi dan Kompensasi Terhadap Kinerja Pegawai Pada Kantor Kecamatan Tomo Kabupaten Sumedang Provinsi Jawa Barat. *Jurnal Visioner*, 12(3), 479–488.
- Nurlita, Y., Maryam, S., & Sulistiyowati, L. H. (2021). Pengaruh Kompetensi dan Kompensasi terhadap Kinerja Karyawan. *Jurnal Inspirasi Bisnis Dan Manajemen*, 4(2), 191. <https://doi.org/10.33603/jibm.v4i2.4159>
- Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15. <https://doi.org/10.30596/maneggio.v2i1.3366>
- Runtuwene, P., Tewal, B., Mintardjo, C., Manajemen, J., Ekonomi dan Bisnis, F., Kunci, K., Kerja, P., Kerja, B., & Karyawan, K. (2016). Pengaruh Penempatan Kerja, Mutasi Dan Beban Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Sulutgo Manado Effect of Job Placement, Mutation and Workload on Employee Performance on Pt.Bank Sulutgo Manado. *Jurnal Berkala Ilmiah Efisiensi*, 16(01), 269–279.
- Sugiyono, P. D. (2017). *Metode penelitian bisnis*.

