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## IMPACT OF EMPLOYEE TRANSFERS AND PROMOTIONS ON PERFORMANCE AT THE BANK INDONESIA REPRESENTATIVE OFFICE IN PAPUA PROVINCE

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### ABSTRACT

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*Abstract Employee performance at the representative office of Bank Indonesia Papua Province, which is based on quarterly performance reports. The cause of the decline in performance at the representative office of Bank Indonesia Papua Province is caused by several things, one of which is the Mutation and Promotion that applies at the representative office of Bank Indonesia Papua Province. The research was conducted to find out in an analysis related to the Effect of Mutation and Promotion of Employee Positions on the Performance of the Representative Office of Bank Indonesia Papua Province. The results of the research that have been carried out show that the validity and reliability of the questionnaire are declared valid and reliable, then through hypothesis testing all hypotheses are accepted and significant. The conclusion of this study is that mutase and promotion both partially and simultaneously affect the performance of the representative office of Bank Indonesia Papua Province.*

**Keywords:** Mutation, Promotion, Performance

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### Introduction

Performance improvement in public organizations is a crucial matter that is the responsibility of all stakeholders or task implementers in public organizations, where public sector performance ends in achieving results in accordance with planning and implementing excellent services (Wang et al., 2015) Organizational orientation that focuses on the public interest makes the implementation of organizational management and human resources of public sector organizations must be carried out objectively and in accordance with applicable standards. The standards set in public sector management are the main guidelines for implementation and illustrate the organization's commitment to implementing public sector services (Li et al., 2019). One of the ways that is usually done to improve employee performance, especially within the scope of an organization or agency, is by holding mutations and promotions (Hermina & Yosepha, 2019).

Mutation in the work environment is an effort to develop employee careers through transferring employees to more appropriate positions with appropriate jobs (Ferrer et al., 2014). Promotion focuses on education, ability and work experience to achieve (Chan, 2015). Mutations and promotions are included in the organization's personnel strategy management, which is through a control system that focuses on how to implement organizational strategies effectively and efficiently so that organizational goals can be achieved. Collaborative management Resources are the most important part of an organization where people will provide their energy,

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talent, creativity and effort to the organization (Ferrer et al., 2014). Without capable people the organization and management will fail to achieve its goals. Through optimal utilization of human resources, it is expected to improve the work performance of employees and organizations (Bandopadhyay & Khan, 2020).

Implementing transfers and promotions can have both positive and negative impacts on employee performance. By addressing potential challenges and providing the right support, organizations can maximize the benefits of these changes and foster a more adaptable, productive, and innovative workforce. The Representative Office of Bank Indonesia Papua Province is one of the agencies that implements the implementation of employee mutations and promotions as a step to improve employee performance at the representative office of Bank Indonesia Papua Province.

Table 1. Total of Bank Indonesia employees at the representative office of Bank Indonesia Papua Province

No	Division	Employee Total
1	Monetary	± 20 Orang
2	Macprudential	± 15 Orang
3	Payment System and Rupiah Money Management	± 20 Orang
4	Policy Support	± 15 Orang
5	Organization Support	± 20 Orang
6	Office Network	± 20 Orang

Source: Data Processed, 2023

Researchers found several problems that empirically hamper employee performance at the representative office of Bank Indonesia Papua Province, where based on quarterly performance reports. The first 2 quarters in 2022 show that employee performance has experienced significant dynamics. Can be seen in the following table.

Table 2. 2022 Quarterly Performance Report

No	Quarter	(%)	Performance Target	Difference (%)
1	I (May 2022)	34,4	55,8	21,4
2	II (August 2022)	27,5	55,8	28,3
3	III (November 2022)	28,6	55,8	27,2

Source: Data Processed, 2023

From this table, it is known that employee performance has decreased, which empirically has an impact on the economic performance of Papua Province. In the first quarter, employee performance did not reach the performance target of 55.8%, in the second quarter there was even a decrease of 6.9%, in the third quarter there was an increase of 1.1% compared to the second quarter, although it could not match the first quarter of 34.4%. Empirically, the problems that occur in the weakening performance of the Papua Province Representative Office of Bank Indonesia are caused by several things, namely:

1. Evaluation of the implementation of mutations and promotions that are not objective, causing a decrease in morale and damaging performance,
2. Lack of transparency in the mutation and promotion evaluation process,
3. And the lack of constructive feedback which causes job dissatisfaction.

Based on these empirical problems, researchers are interested in discussing and analyzing in depth the effect of the implementation of mutations and promotions on employee performance at the Representative Office of Bank Indonesia Papua Province.

## Literature Review

### a. *Employee Mutation*

Hasibuan (2017) mutation is the movement of an employee from one job to another position where the salary, responsibilities, and or organizational level are relatively the same. (Pawirosumarto et al., 2017). suggests that performance analysis is needed to facilitate management to make decisions that are closely related to employee performance development. For example, implementing mutations and promotions, salary increases and also giving bonuses. The factors that are indicators of mutation are: 1. Experience, has experience in accordance with his field, has a number of experiences that support his work and has high flying hours. 2. Knowledge, understand well the main tasks and functions, know the policies regarding mutations and understand the purpose of the mutation. 3. Needs, there are needs in certain agencies, the suitability of mutations with needs, and needs in accordance with their fields. 4. Proficiency, have competence in accordance with their fields, have skills in other fields, have reliable skills. 5. Responsibility, having responsibility for their duties and obligations, being responsible for all decisions.

### b. *Position Promotion*

Hasibuan (2017) promotion is the movement of an employee who increases authority and responsibility in a higher position in an organization resulting in greater obligations, rights, status, and income (Barusman, 2019). promotion where an employee is promoted to a higher position accompanied by an increase in rank, authority, and responsibility but not accompanied by an increase in salary / wages (Brhane & Zewdie, 2018). Position Promotion is a reward given by the company to employees for their achievements with indicators consisting of cooperation, skills, leadership, communicative, education (Widiiantari, 2022).

### c. *Employee*

Employee performance is a result achieved by employees in their work according to the criteria that apply to a job that requires understanding and development of human resources (Hermina & Yosepha, 2019). performance is a result achieved by employees in their work according to certain criteria that apply to a job, namely work quality, work quantity, timeliness, effectiveness and independence (Hameed & Waheed, 2011).

### d. *Framework*

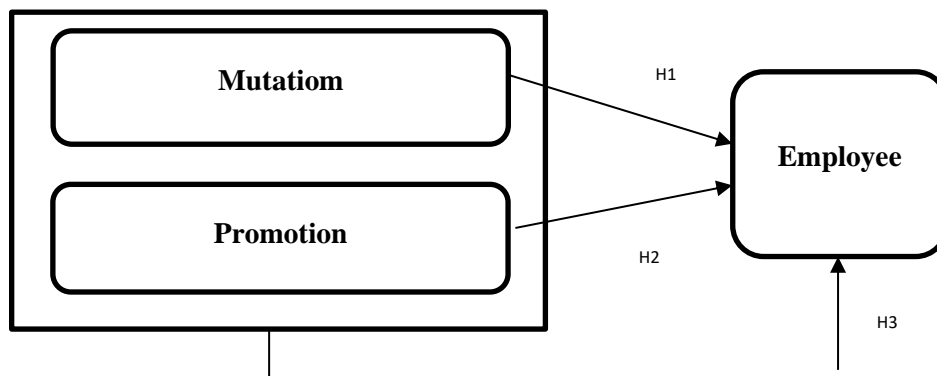


Figure 1. Framework

## Methodology

The research that will be used in this study is quantitative research that explains the relationship between three variables, namely the independent variable (X1), (X2) and the dependent variable (Y) and the truth using hypothesis testing. (Upadhyay, 2023). quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research

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instruments, data analysis is quantitative statistics, with the aim of testing the hypotheses that have been set. the variables in this study consist of (a) Independent variables (X), are variables that influence or independent variables, consisting of Implementation of Mutations (X1) and Promotions (X2). (b) The dependent variable (Y), is the variable that is affected or the dependent variable, namely employee performance.

The study focused on all 89 employees of the Representative Office of Bank Indonesia Papua Province. When the population is under 100, the entire group can be used as the research sample. Therefore, all 89 employees were included in this study. The validity test measures whether a questionnaire is effective. A questionnaire is considered valid if its questions accurately reveal the intended information. To test validity, the Product Moment Correlation formula is used. Each question's correlation (rcount) is compared to the criterion value (rtable) from the correlation table. If rcount is greater than rtable, the question is valid; if rcount is less, the question is invalid. Reliability is measured through a one-time assessment, comparing results from different questions. The SPSS program uses the Cronbach Alpha ( $\alpha$ ) statistical test for this purpose. A construct is considered reliable if  $\alpha$  is greater than 0.70 (Dhall, 2019). Quantitative analysis is based on primary data collected from questionnaires distributed to the sample, aiming to determine the impact of the independent variable on the dependent variable.

## Result And Discussion

### a. Research Instrument Test

The research instrument was tested for validity through construct validity and reliability through internal consistency-test using the Spearman Rank correlation formula as stated earlier. The error rate used was  $\alpha = 0.05$ , and for  $N = 88$ , the value of r table = 0.220.

Validity test of variable Implementation of Mutation X1

Table 3 Results of the Validity Test of the Mutation Implementation Variable X1

statement items	correlation coefficient (r-count)	coefficient R table	Sig (2-Tailed)	Conclusion
P1	0,524	0,220	0,000	Valid
P2	0,660	0,220	0,000	Valid
P3	0,446	0,220	0,000	Valid
P4	0,555	0,220	0,000	Valid
P5	0,619	0,220	0,000	Valid
P6	0,686	0,220	0,000	Valid
P7	0,698	0,220	0,000	Valid
P8	0,638	0,220	0,000	Valid
P9	0,455	0,220	0,000	Valid
P10	0,451	0,220	0,000	Valid

Source: Data Processed, 2024

Based on the validity test results, when compared to the r table at a 5% significance level (r table = 0.220), all statement items have an r count greater than r table. Since the significance value is less than 0.05, all items related to Variable X1 Mutation Implementation are considered "Valid".

Test the validity of the Position Promotion variable X2

Table 4 Results of Validity Test of Position Promotion Variable X2

statement items	correlation coefficient (r-count)	coefficient R table	Sig (2-Tailed)	Conclusion
P1	0,638	0,220	0,000	Valid
P2	0,755	0,220	0,000	Valid
P3	0,615	0,220	0,000	Valid
P4	0,593	0,220	0,000	Valid
P5	0,302	0,220	0,000	Valid
P6	0,522	0,220	0,000	Valid
P7	0,477	0,220	0,000	Valid
P8	0,568	0,220	0,000	Valid
P9	0,274	0,220	0,000	Valid
P10	0,611	0,220	0,000	Valid

Source: Data Processed, 2024

Based on the results of the validity test above, if consulted with the r table with a significant level of 5%, the value of r table = 0.220, and r count on each statement > r table, supported by a significance value <0.05, then thus all statement items about Variable X2 Position Promotion are declared "Valid".

Validity Test of Y Performance Variable

Table 5. Results of Validity Test of Y Office Performance Variable

statement items	correlation coefficient (r-count)	coefficient R table	Sig (2-Tailed)	Conclusion
P1	0,703	0,220	0,000	Valid
P2	0,887	0,220	0,000	Valid
P3	0,421	0,220	0,000	Valid
P4	0,854	0,220	0,000	Valid
P5	0,835	0,220	0,000	Valid
P6	0,824	0,220	0,000	Valid
P7	0,593	0,220	0,000	Valid
P8	0,271	0,220	0,000	Valid
P9	0,447	0,220	0,000	Valid
P10	0,818	0,220	0,000	Valid

Source: Data Processed, 2024

Based on the results of the validity test above, if consulted with r table with a significant level of 5%, the value of r table = 0.220, and r count on each statement > r table, supported by a significance value <0.05, thus all statement items about Variable Y Office Performance are declared "Valid".

#### b. Reliability Test

Table 6. Reliability Test Results

Variable	Cronbach Alpha	Description
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Mutation (X1)	0,784	Reliable
Promotion (X2)	0,774	Reliable
Employee (Y)	0,711	Reliable

Source: Data Processed, 2024

Based on the reliability test results above, the Alpha value of Mutation Implementation (X1) is 0.784, Position Promotion (X2) is 0.774 and Performance (Y) is 0.711. So it can be concluded that the questionnaire used in this study is declared reliable because the alpha value is > 0.60. This means that the measuring instrument used in this study is reliable and has the ability to provide consistent measurement results in measuring the same symptoms.

**c. Coefficient Of Determination Test**

*Correlation coefficient X1 to Y*

Table 7. Test Coefficient of Determination Result

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 <sup>a</sup>	.816	.812	2.519

Source: Data Processed, 2024

The correlation coefficient of Mutation Implementation on Performance is 0.903, meaning that the relationship between the two variables in the “Very High” category is in the interval (0.801 to 1.000) and the correlation direction (+) means that if the Mutation Implementation increases, the Performance will also increase and vice versa if the Mutation Implementation decreases, the Performance will also decrease”.

Then there is a test of the coefficient of determination between the variables of mutation implementation on employee performance, as follows:

**KP=  $r^2 \times 100\%$**

Determining Coefficient =  $r^2 = 0,903 \times 0,903 = 0,815$

$0,816 \times 100\% = 81,5\%$ .

It can be concluded that the magnitude of the effect of mutation implementation on employee performance is 81.6%.

*Correlation coefficient X2 to Y*

Table 8. Test Coefficient of Determination Result

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643 <sup>a</sup>	.414	.402	3.4415

Source: Data Processed, 2024

The correlation coefficient of Position Promotion with Performance is 0.643, meaning that the relationship between the two variables in the “high” category is in the interval (0.601 to 0.800) and the

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direction of correlation (+) means that if the Position Promotion increases, employee performance increases significantly and vice versa if the Position Promotion decreases, performance also does not increase significantly.

Then there is a test of the coefficient of determination between the variables of mutation implementation on employee performance, as follows:

$$KP = r^2 \times 100\%$$

Determining Coefficient =  $r^2 = 0,643 \times 0,643 = 0,414$

$0,414 \times 100\% = 41,4\%$ .

It can be concluded that the magnitude of the effect of position Promotion on employee performance is 41,4%.

**d. t test (partial)**

Table 8. t Test Result

T-Count	Condition	Discussion
14,265 Sig (0.001)	t-count > t-table	H1 Accepted
5.820 Sig (0.000)	t-count > t-table	H2 Accepted

Source: Data Processed, 2024

- Based on the hypothesis test above, the t count of the Mutation Implementation variable is 14.265 with a significant level of 0.001 because the probability or significant level is much smaller than 0.05, the Mutation Implementation has an effect on performance, so  $H_a$  is accepted. Thus the first hypothesis "Implementation of Mutations affects the Performance of the Representative Office of Bank Indonesia" is accepted.
- The correlation coefficient of Position Promotion with Performance is 0.643, meaning that the relationship between the two variables in the "high" category is in the interval (0.601 to 0.800) and the direction of correlation (+) means that if the Position Promotion increases, employee performance increases significantly and vice versa if the Position Promotion decreases, performance also does not increase significantly.

**e. Discussion**

- The results of testing the validity and reliability of the instrument on each of the research variables show that the variable instrument is valid and reliable and can be used as a research test tool.
- The study results indicate that the Implementation of Mutation variable has a positive and significant impact on the performance of the Representative Office of Bank Indonesia Papua Province.
- The results indicate that the variable of Position Promotion significantly and positively influences the performance of the Representative Office of Bank Indonesia Papua Province. This suggests that enhancing promotional opportunities for employees may lead to improved overall effectiveness and productivity within the organization.
- The results also show that the variables of Mutation Implementation and Position Promotion simultaneously have a positive and significant effect on the Performance of the Representative Office of Bank Indonesia Papua Province.

**Conclusion**

- Implementation of Mutation has a positive and significant effect on the Performance of the Representative Office of Bank Indonesia Papua Province.

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- b. Position Promotion has a positive and significant effect on the Performance of the Representative Office of Bank Indonesia Papua Province.
- c. Implementation of Mutation and Promotion simultaneously has a positive and significant effect on the Performance of the Representative Office of Bank Indonesia Papua Province.

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