

The Effect of Transfers and Position Promotions on Employee Performance, Study of PT Dazzle Yogyakarta Employees

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Abstract. *The problem in this study is related to the performance of PT Dazzle Yogyakarta employees affected by mutations and promotions. This research is motivated by the implementation of mutations that are carried out erratically and promotions only apply to full-time employees at PT Dazzle Yogyakarta. This research aims to: 1). Knowing the effect of mutation on the performance of employees of PT Dazzle Yogyakarta, 2). To determine the effect of promotion on the performance of employees of PT Dazzle Yogyakarta, 3). To determine the effect of mutations and promotions on the performance of employees of PT Dazzle Yogyakarta. This type of research uses quantitative methods with primary data types obtained from distributing questionnaires with a Likert scale and processed with SPSS version 26 through hypothesis testing. In this study using 65 respondents. The tools used are quantitative analysis using data quality tests, classical assumption tests, multiple linear regression analysis and hypothesis testing using t-tests and F-tests. The research results show: 1). Mutations on the performance of employees of PT Dazzle Yogyakarta have a significant effect, 2). Promotion of position on the performance of employees of PT Dazzle Yogyakarta has a significant effect, 3). Transfers and promotions on the performance of employees of PT Dazzle Yogyakarta have a significant effect.*

Keywords: *mutation, promotion, employee performance at PT Dazzle Yogyakarta*

BACKGROUND

A company definitely has policies towards its employees. This policy is established with the aim of establishing good employee performance, which is in line with company goals. To achieve the company's desires, there are things that need to be considered, namely many factors that can influence employee performance, such as the circumstances or conditions of the work environment. The results of employee performance can be seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the company. Mutation is a change in position/title/location/job that occurs both horizontally and vertically in an organization. (Hasibuan, 2019)

The implementation of job transfers must be truly based on an objective assessment and based on the achievement index achieved by the employee considering that the system has made wrong decisions in carrying out promotions. Therefore, job transfers and job promotions can be used as variables in research influence employee performance. In this research, researchers will conduct research at PT Dazzle Yogyakarta. Researchers have made previous observations and conducted interviews with several employees. Based on the results of observations and interviews, researchers obtained information that at PT Dazzle Yogyakarta, mutations were carried out erratically, where at any time there would be transfers of employees,

so that whether they wanted it or not, whether they were ready or not, the selected employees had to accept the transfer decision.

THEORETICAL STUDY

A. Mutation

Job transfer can be interpreted as the transfer of employees, either from place or position in the company. Mutation is a change in position/title/place/job/which is carried out both horizontally and vertically within an organization. (Hasibuan, 2019). In Hasibuan's book (2019), mutations aim to increase employee work productivity, expand or increase employee knowledge, provide incentives so that employees want to strive for higher career advancement, adapt work to the employee's physical condition, and resolve disputes between fellow employees.

According to Hasibun (2019) there are 3 systems that are the basis for implementing employee job transfers, namely:

1. The Seniority System is a mutation based on the length of service, age and professional experience of the employee concerned. This mutation system is not objective because the skills of employees who are transferred due to work seniority are not necessarily suitable for occupying new positions.
2. Spoil System is a family-based mutation. This mutation system is not good because it is based on considerations of likes or dislikes.
3. Merit System is employee transfer based on knowledge, objectivity and work efficiency

According to Hasibuan (2019) there are two ways that mutations are carried out in an organization, namely:

1. Unscientific method

Mutations in an unscientific way are carried out by:

- a. Not based on certain norms/standard criteria.
- b. Oriented solely to work experience and diplomas, not to achievements or real factors.
- c. Oriented to the amount of available budget, not to the real needs of employees.
- d. Based on the spoil system.

2. Scientific method

Mutations in a scientific way are carried out by:

- a. Based on norms or standards of certain criteria, such as job analysis.
- b. Oriented to real/real needs.
- c. Oriented to the real formation of personnel.
- d. Oriented to diverse goals.
- e. Based on accountable objectivity.

B. Promotion

Promotion means moving from a position to a higher position, increasing authority and responsibility, and increasing status and income. (Hasibuan, 2019). The principles of job promotion must be stated in the promotion program clearly so that employees know and the company has a handle on how to promote its employees. According to Hasibuan (2019) the principles of promotion are as follows:

1. Trust
2. Justice
3. Formation

Hasibuan (2019) states in his book, the guidelines used as a basis for promoting employees are:

1. Experience
2. Skills
3. A combination of experience and skills

Apart from being based on experience, skills, and a combination of experience and work skills, Hasibuan (2019) in his book states that work promotions can be carried out if employees meet the following requirements:

1. Be honest.
2. Discipline.
3. Good work performance.
4. Have good cooperation.
5. Good work skills.
6. Loyal to the company.
7. Good leadership attitude.
8. Communicative.
9. Educational level capable.

Hasibuan (2019) states in his book that the types of job promotions are as follows:

1. Temporary Promotion, namely giving a temporary promotion to an employee because a position is vacant and must be filled.
2. Permanent promotion, namely an employee's promotion to a higher position than before because the employee has met the requirements to be promoted. The nature of this promotion is permanent.
3. Small promotion (Small Scale Promotion), namely raising an employee's position from a position that is not difficult to move to a difficult position that requires certain skills, but is not accompanied by an increase in authority, responsibility and salary.
4. Dry promotion, namely raising an employee's position accompanied by an increase in rank, authority and responsibility but not with an increase in salary or wages

C. EMPLOYEE PERFORMANCE

The achievements achieved by someone are called actual performance or job performance which we usually call performance. An employee who carries out his functions in accordance with the responsibilities given and is successful in quality and quantity is also called performance. A person's work performance based on quantity and quality that has been mutually agreed upon is a general definition of performance. (Silaen, et al., 2021). According to Enny (2019), in her book, the factors that influence performance are:

1. Ability and expertise
2. Knowledge
3. Work plan
4. Personality
5. Work motivation
6. Leadership
7. Leadership style
8. Company culture
9. Job satisfaction
10. Work environment
11. Loyalty
12. Commitment
13. Work discipline

HYPOTHESIS DEVELOPMENT

1. The Effect of Mutations on Employee Performance

Job transfer can be interpreted as the transfer of employees, either from place or position in the company. Mutation is a change in position/title/place/job/which is carried out both horizontally and vertically within an organization. (Hasibuan, 2019) Implementing a mutation policy for employees will have an impact on employee performance. In this research, the mutation variable has a positive and significant effect on employee performance. From this description, this research formulates the first hypothesis (H1) as follows:

X1: Mutations have a positive and significant effect on employee performance.

2. The Effect of Position Promotion on Employee Performance.

According to Edwin B. Flipo in Hasibuan (2019) promotion means moving from one position to another that has higher status and responsibility. Usually a move to a higher position is accompanied by an increase in salary/other wages, although this is not always the case. With a promotion, employees will continue to try to improve the quality of their work so they can get the opportunity to be promoted. This shows that Job promotion has a positive and significant effect on employee performance, so this research formulates the second hypothesis (H2) as follows:

X2: Job promotion has a positive and significant effect on employee performance.

RESEARCH METHODS

This research uses quantitative methods. The population in this study was 65 full-time employees at PT Dazzle Yogyakarta. The sampling technique used in this research was a saturated sample. The total sample in this study was 65 people. The instrument used in this research was a questionnaire. The data analysis used is instrument testing (validity test and reliability test), basic assumption test (linearity test and normality test), classical assumption test (multicollinearity test and heteroscedasticity test), multiple linear equation analysis, hypothesis testing (t-test and t-test). -F), and test the coefficient of determination.

RESULTS AND DISCUSSION

Respondent

This research used 65 respondents to obtain primary data through distributing questionnaires. Of the 65 questionnaires used, the majority were men (52.3%), employees aged 21-25 years (84.6%), and had worked for more than 1 year (13.8%).

Validity test

From the validity test carried out, it shows that the variables of mutation, promotion and employee performance have an r-count greater than the r-table at a significant rate of 0.05 and $df = 63$ with a number of 0.2058, so the results are in accordance with the validity testing criteria.

Reliability Test

Table 1.
Reliability Test

Variable	<i>Cronbach Alpha Coeficient</i>	Mark r_{table}	Information
Mutation (X_1)	0,743	0,2058	Reliable
Position Promotion (X_2)	0,727	0,2058	Reliable
Employee Performance (Y)	0,755	0,2058	Reliable

Sumber : Data primer diolah dengan SPSS 26

Based on the table above, the results of reliability testing on the variables of mutation, promotion and employee performance, it can be seen that the Cronbach Alpha value $>$ r-table value. It can be concluded that the variables of mutation, promotion and employee performance are reliable.

Test Basic Assumptions

1. Normality Test Table

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.06068181
Most Extreme Differences	Absolute	.046
	Positive	.046
	Negative	-.036
Test Statistic		.046
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: Primary Data Processed 2020

Based on Table 2 of the normality test above, the Asymp Sig value is obtained. (2-tailed) is 0.200, which means $0.200 > 0.05$, so the data is normally distributed. Thus, the data is suitable to be used to predict the influence based on the transfer and promotion variables on the performance of PT Dazzle Yogyakarta employees.

1. Linearity

**TestTable 3.
Mutation Variable Linearity Test**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
EMPLOYEE PERFORMANCE * MUTATIONS	Between Groups	(Combined)	1740.910	19	91.627	5.244	.000
		Linearity	1402.751	1	1402.751	80.287	.000
		Deviation from Linearity	338.159	18	18.787	1.075	.405
	Within Groups		786.229	45	17.472		
	Total		2527.138	64			

Source: Primary data processed with SPSS 26

From Table 3 above, the mutation variable has a linear relationship with the employee performance variable, which can be seen from the significant value of $0.405 > 0.05$.

**Table 4.
Linearity Test for Position Promotion Variables**

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
EMPLOYEE PERFORMANCE * MUTATIONS	Between Groups	(Combined)	1175.262	19	61.856	2.059	.024
		Linearity	760.225	1	760.225	25.306	.000
		Deviation from Linearity	415.037	18	23.058	.768	.724
	Within Groups		1351.876	45	30.042		
	Total		2527.138	64			

Source: Primary data processed with SPSS 26

From Table 4 it can be seen that the job promotion variable has a linear relationship with the employee performance variable, which can be seen from the significant value of $0.724 > 0.05$.

Classic Assumption Test

Table 5.
Multicollinearity Test

Variable	Tolerance	VIF
X ₁	0,696	1,436
X ₂	0,696	1,436

Source: Primary data processed with SPSS 26

Based on Table 5 above, the tolerance value obtained is $0.696 \geq 0.10$ and VIF is $1.436 < 10$. So it can be said that there is no multicollinearity between independent variables.

1. Heteroscedasticity Test Table

Model		Coefficients ^a				
		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.973	2.400		2.906	.005
	MUTATION	-.112	.060	-.274	-1.867	.067
	POSITION PROMOTION	.012	.068	.027	.181	.857

a. Dependent Variable: ABS_RES

Source: Primary data processed with SPSS 26

From Table 6 above, it can be seen that the significance value for mutation is $0.067 > 0.05$ and promotion is $0.857 > 0.05$, so that the data can be said to not have heteroscedasticity.

Multiple Linear Regression Analysis

Table 7.
Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.903	4.232		1.159	.251
	MUTATION	.684	.106	.636	6.466	.000
	POSITION PROMOTION	.242	.120	.198	2.015	.048

a. Dependent Variable: KINERJA KRYAWAN

Source: Primary data processed with SPSS 26

Based on the data in Table 7, the regression equation in this study is shown in the equation:

$$Y = 4,903 + 0,684X1 + 0,242X2 + e$$

Which mean :

1. The constant value of employee performance states that if variables X1 and X2 are equal to zero, namely transfer and promotion, then employee performance is 4.903. Every time there is an increase in variable X1 (mutation) by 1%, employee performance increases, conversely, every time there is a decrease in variable.
2. Every time there is an increase in variable X2 (position promotion) by 1%, employee performance will increase or vice versa, every time there is a decrease in variable.

Hypothesis testing

Table 8.

Model		ANOVA ^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1471.834	2	735.917	43.236	.000 ^b
	Residual	1055.305	62	17.021		
	Total	2527.138	64			

a. Dependent Variable: KINERJA KRYAWAN

b. Predictors: (Constant), PROMOSI JABATAN, MUTASI

F-test

Source: Primary data processed with SPSS 26

Based on Table 8, it can be seen that the significance value is $0.000 < 0.05$ and the f-count value is $43.236 > f\text{-table } 4.00$, which means it is significant, so H3 is accepted and Ho is rejected. So these results show that the variables of mutation and promotion

simultaneously have a positive and significant effect on the performance of PT Dazzle Yogyakarta employees.

Table 9
Test R2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.569	4.126

a. Predictors: (Constant), POSITION PROMOTION, MUTATION

Source:

Primary data processed with SPSS 26

From Table 9 above, it can be seen that the R square value is 0.582 or 58.2%, which shows that there is a simultaneous influence between variables X₁ and X₂ on variable Y of 58.2% and the remaining 42.8% is influenced by other variables.

Table 10
T-test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.903	4.232		1.159	.251
	MUTATION	.684	.106	.636	6.466	.000
	POSITION PROMOTION	.242	.120	.198	2.015	.048

a. Dependent Variable: KINERJA KRYAWAN

Source: Primary data processed with SPSS 26

a. The Effect of Mutations on Employee Performance

Table 10 shows the calculated t value of 6.466 with a significance level of 0.00. With this, the t table value uses a significance limit of 0.05 which shows a significance value of 0.00 < 0.05 and a calculated t value of 6.466 > t table 1.669, so H₁ is accepted and H₀ is rejected. Thus, with the mutation variable (X₁) there is a significant influence on employee performance (Y).

b. The Effect of Position Promotion on Employee Performance

Table 10 shows the calculated t value of 2.015 with a significance level of 0.048. With the t table using a significance limit of 0.05, it shows a significance value of 0.048 < 0.05 and t calculated 2.015 > t table 1.669, then H₂ is accepted and H₀ is rejected. Thus, the position

promotion variable has a significant effect on the performance of PT Dazzle Yogyakarta employees.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of statistical calculations, namely those related to the results of multiple regression analysis, every increase in one mutation variable (X_1) has an effect on the performance of PT Dazzle Yogyakarta employees (Y), and every increase in one promotion variable (X_2) will have an effect on the performance of PT Dazzle Yogyakarta employees (Y). The correlation coefficient value obtained by R square is 0.582, which means that the variable mutation (X_1) and promotion (X_2) and the performance of PT Dazzle Yogyakarta employees (Y) have an influence. So the coefficient of determination between transfers and promotions on the performance of PT Dazzle Yogyakarta employees is 58.2%. So the level of correlation between transfers and job promotions is only 58.2% and the remaining 42.8% is influenced by other variables. In the t test, it was obtained that the t calculated mutation value (X_1) was 6.466 which was greater than the t table with a value of 1.669 and the significance value of 0.00 was smaller than 0.05, thus the mutation variable (X_1) had a significant effect on the performance of PT Dazzle Yogyakarta employees (Y). In the job promotion variable (X_2), the calculated t value of 2.015 is greater than the t table of 1.669 and the significance value is 0.048 smaller than 0.05, thus the job promotion variable (X_2) has a significant effect on the performance of employees of PT Dazzle Yogyakarta (Y). In the f test, the probability value of 0.00 is smaller than 0.05, thus the variable mutation (X_1) and promotion (X_2) simultaneously affect the employee performance variable of PT Dazzle Yogyakarta (Y).

Researchers suggest that companies should continue to try to increase employee morale through various forms of support such as increasing career levels, work motivation in every activity, and can be designed to increase emotional or intellectual capacity, so that employees are more confident in doing better work. With the hope that employees can improve their performance to achieve the goals established by the company. For further research, it is hoped that we can add other independent variables, such as compensation, leadership, work discipline, work ability, motivation, working conditions and cooperation which also influence employee performance and expand the sample to larger companies.

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