

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND MOVEMENTS ON THE PERFORMANCE OF CIVIL SERVANTS AT THE REGIONAL SECRETARIAT OFFICE OF NORTH BOLAANG MONGONDOW REGENCY

Fitri Handayani Babay¹⁾, Sudarsono²⁾, and Karlina Napu³⁾

¹⁾ Program Pascasarjana Universitas Bina Taruna Gorontalo

^{2,3)} Universitas Bina Mandiri Gorontalo

Email: fitrihandayanibabay@gmail.com

ABSTRACT

This study aims to: (1) analyze the influence of organizational culture partially on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency. (2) To analyze the effect of mutation partially on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency. (3) To analyze and determine the influence of organizational culture and simultaneous transfer on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency.

This research approach is descriptive quantitative through data collection based on questionnaires and documentation. Furthermore, data analysis in this study is multiple regression with the help of SPSS 21.

The results of this study indicate that (1) organizational culture has a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a coefficient of determination of 11.30%. (2) Mutations have a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a coefficient of determination of 53.60%. (3) Organizational culture and transfer together have a significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a coefficient of determination of 64.90%. While the remaining 35.10% can be explained by other variables not examined in this study such as work motivation, leadership, employee competence, information technology in work and career management for employees..

Keywords: Organization Culture, Mutation and employee performance

INTRODUCTION

In the implementation of government and development activities, the position and role of Civil Servants is very important. This is because Civil Servants are one of the elements of the State Apparatus who carry out government and development tasks in an effort to achieve national goals.

Organizational culture is a system of sharing meanings carried out by members that distinguishes an organization from other organizations [14]. Therefore, organizational culture is very and necessary to be maintained, created or strengthened by adjusting to the times, and introduced through a socialization process so that the values of employees

and the values of the organization can be united.

Employee performance is strongly influenced by organizational culture. A better level of employee job satisfaction is formed in a fostering organizational culture, which can improve employee performance. Effective and efficient employee performance not only reflects the performance of the organization, but also can shape the image of the organization. Robbins argues that organizations with a strong culture will have certain characteristics so that they can attract individuals to join, think, act and behave in accordance with the values of the organization. The suitability of organizational culture and values shared by organizational members leads to job satisfaction and allows individuals to remain in an organization and have a long-term career. Above all, by providing higher rewards and implementing a code of ethics, along with cultural changes, will change and form a new and better culture to reduce or eliminate the culture of KKN and can improve employee performance outcomes.

Another factor that is of concern in addition to organizational culture is employee transfer. In the management of Civil Servants, it is the overall effort to improve efficiency, effectiveness, and the degree of professionalism in the implementation of duties, functions, and staffing obligations which include planning, salary, welfare and dismissal [17]. Mutations are transfers of duties and locations within one central agency, between central agencies, one regional agency, between central and regional agencies, and representatives of the Indonesian State abroad and at their own request [11].

Referring to the above regulations, organizational goals can be achieved properly if employees have the opportunity to develop their careers and

improve their work skills through the right transfers. Employees will be encouraged to improve and improve the quality of their work. Mutation is a change in the position of a job that is done either by promotion or demotion in an organization [4].

In the process of developing organizational culture and transfers, it is expected that the performance of employees at the Regional Secretariat of North Bolaang Mongondow Regency will increase and the complexity of the problems faced by the organization will increase. This raises the need for a strong organizational culture that allows employees to manage, control, and direct and develop their organization to be consistent with change.

Public services are used as guidelines for service delivery and as a reference for assessing service quality as an obligation and promise to provide services to the community in the context of quality services [16].

Referring to the law above, it is very necessary to improve the overall performance of employees in order to improve government services to the community. An employee's performance is the result achieved by a worker in the workplace under certain conditions that apply to a particular job. Employee performance is the result of work both in quality and quantity achieved by someone in the task of carrying out according to the responsibilities given [8].

With the relationship between organizational culture variables with performance is closely related to performance. With this analysis, it is hoped that it will give birth to new results for guidance in quantitative research for administrative science. This is because in its development, the Regional Secretariat office is a regional apparatus organization that provides services to the public as part of its duty to serve.

Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency are a group of people who have education, expertise and even the ability to carry out their work in serving the community. In improving the performance of employees, various obstacles are often encountered, namely the very low understanding of work or main tasks in carrying out daily tasks and must be able to understand what the employee's job desk is.

There are still problems regarding organizational culture such as employee discipline that is still lacking, this is due to the lack of compliance of employees on the internal control system built by employees, for example standard operating procedures that have not been carried out in accordance with organizational provisions.

The punctuality of employees when entering the office is still not in accordance with office hours, until the break time is too long, and when leaving the office does not match the office hours. It is still found that the office hours of employees are active on social media, thus hampering the work of employees. In addition, the problem of employee friendliness is still finding other complaints expressed by service users, namely the uncertainty of time, resulting in low quality of service. Then there are still employees who are not friendly in providing service. This unfriendliness is seen when employees who don't give a smile to service users, employees who chat with other employees who talk about issues that have nothing to do with the services provided. So it can not provide maximum service. In addition, it was also found that employees who responded were not responsive so that it interfered with the quality of service.

Another factor that affects performance is mutation, which requires high experience so that a good working

mechanism can be maintained. There are still employees who need time to adjust to their work. There are still employees who have not mastered management skills and expertise in their work. In addition, there is still a lack of employee cooperation which causes the completion of the work to take time. There are still many jobs that are not in accordance with the set performance targets. Regarding responsibility, that employees have not done work in accordance with administrative principles that are generally set by organizational policies.

Problems from organizational culture and mutations above can affect employee performance. Employees at the Regional Secretariat Office of North Bolaang Mongondow Regency are expected to provide performance by doing work with full responsibility. Duties and responsibilities require employees to provide maximum results in accordance with organizational goals. But in reality the performance of employees at the Regional Secretariat office is not yet fully good.

Definition of Administrative Science.

The development of administrative science in Indonesia is nothing special, even following the development of other developed countries. The term administration etymologically comes from the English language, namely administration which is interpreted as managing or moving. The etymological understanding of administration comes from the Latin *ad* and *ministrare* which means intensive and *ministrare* is to serve, direct, and assist, so the overall meaning of administration is to serve intensively [12]. Administration can also be interpreted as an activity that provides assistance in carrying out directives, managing human resources, and managing assets towards goals in an effective and efficient manner within the organization.

Administration as group activities work together to achieve common goals [10]. Administration is defined as a process in which the overall activities of the organization are interpreted to achieve intermediate goals and final goals [9].

Public Administration

Public administration in its development has progressed very rapidly. There are several definitions of public administration according to experts, Public administration is all administrative activities carried out by the government starting from the preparation, organization, implementation and supervision of development activities by involving the legislature, judiciary and the community to achieve goals [15]. Public administration is a form of cooperation carried out by a group of people or institutions in carrying out government tasks in meeting public needs efficiently and effectively [13].

Organization Culture

As social beings, all kinds of interaction problems, both as individuals and as groups, will find problems, but they can be minimized by understanding the behavior and actions of individuals and other groups that are the opposite of their interaction. Organization is a consciously coordinated social unit, consisting of two or more people who function on a relatively continuous basis to achieve a common goal or set of goals [3]. It can be explained that the organization is a group of individuals who carry out activities in the form of groups to achieve a certain goal.

The expressions that can be used to explain the phenomenon of organizational culture are referred to as indicators or manifestations of organizational culture. There are five indicators in organizational culture, namely: Discipline, Accuracy, Friendliness, Responsiveness, Coordination [14]

Defination Of Mutation

Mutation is a change in the position of a job that is done either by promotion or demotion in an organization [4]. Mutation is moving to a new place and having the same position, responsibility, and salary [2].

Mutation indicators need to be implemented to measure employee productivity which determines the level of employee productivity. The scope of the mutation is in the form of changes in positions, jobs, employee places both 1) horizontally. There are several forms of mutation indicators, namely: (a) Vertical mutations in the form of loyalty, education level, work experience, needs, leadership, cooperation. (b) Demotion. 2) Horizontal Mutation [5].

Horizontal mutation, namely the transfer of employees from positions, positions to other places but still in the same level.

Defination of Employee Performance

Performance comes from the word job performance which means the work performance obtained by the employee. Performance is the result of work in quality and quantity given by employees in carrying out tasks according to the responsibilities and main tasks assigned to them [7].

Performance is very important for any organization. Therefore, to achieve strategic goals, it is necessary to have the ability to manage the performance of its employees properly. In such management, must always be consistent with the needs of the organization, to achieve long-term success. The achievement of the goals of each organization is largely determined by the performance of the employees in the organization. Performance is the result that can be achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities [1].

Performance indicators need to be implemented in order to measure productivity which determines how high and low the productivity of employee performance in the organization is. There are several indicators of employee performance performance indicators, namely: quality of work, quantity, implementation of duties and responsibilities [7]

Research Hypothesis

The research hypothesis that is formulated will be tested for truth through research as follows:

- H1 : There is a positive and significant influence between organizational culture on the performance of Civil Servants.
- H2 : There is a positive and significant effect between mutations on the performance of Civil Servants
- H3 : There is a positive and significant influence between organizational culture and transfers on the performance of Civil Servants.

RESEARCH METHOD

In this study using research that focuses on quantitative descriptive research, the researchers were conducted at the Regional Secretariat Office of North Bolaang Mongondow Regency. With a time duration starting from October to December 2021.

The population in this study were employees at the Regional Secretariat Office of North Bolaang Mongondow Regency who had the status of civil servants (PNS), totaling 96 employees. So that the sample in this study was 96 employees.

In this study there are 3 variables, namely organizational culture variable (X1), mutation variable (X2), employee performance variable (Y). With Instrument 18 questions with a measurement scale used ranging from 1 to 5, which is applied in various ways

according to each category of questions. Each question has five choices, namely (5) strongly agree, (4) agree, (3) no opinion, (2) disagree, (1) strongly disagree setuju.

In this study, researchers used data collection techniques with questionnaires and documentation.

The measurement scale used by researchers in this study is using a Likert scale. The Likert scale is used to measure a person's attitudes, opinions and perceptions about social phenomena. The variables measured in this study were translated into indicators and then used as a starting point for compiling instrument items in the form of questions or statements answered by respondents. Each answer is associated with a form of statement or support attitude expressed in words. To analyze each answer from the respondent, a score ranging from 1 to 5 is applied which varies according to each category of questions.

The data analysis technique used in this research is descriptive analysis and inferential analysis.

In testing the hypothesis, testing the direct effect of each independent variable on the dependent variable using multiple linear regression analysis, with a significance probability value of 0.05. If the sig value is less than the probability value, then Ho is rejected. Means that there is a significant effect of each independent variable on the dependent variab.

RESEARCH RESULT

North Bolaang Mongondow Regency is one of the regencies in North Sulawesi, the result of the division of Bolaang Mongondow Regency which was determined by the House of Representatives in a session on December 8, 2006 based on Law Number 10 of 2017 which was designated as an autonomous region.

North Bolaang Mongondow Regency is divided into several sub-districts with the district capital located in Kaidipang District which is the center of government.

Validity and Reliability Testing

The quality of the data for the instruments in this study can be analyzed by testing the validity and reliability. The test was carried out on 30 employees outside of the research sample.

Classic Assumption Test

This normality test aims to test whether in the regression model the dependent variable and the independent variable both have a normal distribution or not. In this study, the normality test was tested through Kolmogorov Smirnov so that the results were more reliable.

Regression Model Estimation

After testing the classical assumptions and found to be fulfilled, the next step is data modeling using multiple regression analysis. The simple linear regression model that is built is:

$$\hat{Y} = 2,274 + 0,206X_1 + 0,682X_2 + e$$

Partial Test Results X1 against Y

The results of the analysis show that the t-count value for the organizational culture variable is 2.899 while the t-table value is at a significance level of 5% and the degree of freedom $n-k-1$ or $96-2-1=93$ is 1.986. If the two t values are compared, the t-count value is still greater than the t-table value ($2.899 > 1.986$). Therefore, it is concluded that at the 95% confidence level, organizational culture has a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency. The meaning of the positive and significant coefficient indicates that the more conducive and ideal the organizational culture within the agency is, the higher the performance achievement of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency will be..

Partial Test Results X2 against Y

The results of the analysis showed that the t-count value for the mutation variable was obtained at 9.588 while the t-table value at a significance level of 5% and degrees of freedom $n-k-1$ or $96-2-1=93$ was 1.986. If the two t values are compared, the t-count value is still greater than the t-table value ($9.588 > 1.986$). Therefore, it is concluded that at the 95% confidence level, mutations have a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency. The meaning of the positive and significant coefficient indicates that the higher the quality of the mutation policy in government agencies, the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency will increase.

Simultaneous Test Results

The F value of this study is 85.866. Meanwhile, the value of Ftable at a significance level of 5% and df1 of $k = 2$ and df2 of $N-k-1=96-2-1=93$ is 3.094. If the two F values are compared, the Fcount value obtained is much larger Ftable so that organizational culture and mutations together have a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency.

Coefficient of Determination

The value of the coefficient of determination is a value that ranges from 0%-100%. In this test the following formula is used:

$$r = \frac{n \sum XiYi - (\sum Xi)(\sum Yi)}{\sqrt{n \left\{ \sum Xi^2 - (\sum Xi)^2 \right\} \left\{ \sum Yi^2 - (\sum Yi)^2 \right\}}}$$

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

Based on the results of the analysis of the coefficient of determination, it can be seen that the influence (the ability of the

independent variable in explaining the dependent variable) uses an R Square value of 0.649. This value indicates that 64.90% of the variability of the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency can be explained by organizational culture and mutations, while the remaining 35.10% can be explained by other variables not examined in this study.

Partial Coefficient of Determination

Based on the results of the analysis of the coefficient of determination above, it can be explained for the influence of each of the following variables:

1) Organizational culture

Based on the above calculation, the value of the coefficient of determination is 0.113. So that by 11.30% the ability of organizational culture variables in influencing the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency.

2) Mutation

Based on the above calculation, the value of the coefficient of determination is 0.536. So that by 53.60% the ability of the mutation variable in influencing the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency.

DISCUSSION OF RESEARCH RESULTS

The influence of organizational culture on performance

The results of the descriptive analysis of organizational culture found that the variable of organizational culture lies in the "good enough" criteria with a score of 73.23%. This shows that there is a conducive working climate and atmosphere in the Regional Secretariat Office of North Bolaang Mongondow Regency which of course this situation will allow employees to work efficiently, effectively and economically in an effort

to achieve the goals of the organization in achieving optimal employee performance. Organizational culture is very supportive of all work processes that can run according to planning because a well-created organizational culture will make cooperation between employees and employees with leaders better and the creation of work coordination that is able to make all work can be completed by employees according to time, quantity and the quality of work that has been determined. Organizational culture must continue to be created conducive by the leadership because this will encourage the work process to be more effective, efficient and economical in accordance with the principles of Good Governance.

The results of the regression analysis show that organizational culture has a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a coefficient of determination of 11.30%. The meaning of the positive and significant coefficient indicates that the more conducive and ideal the organizational culture in the institution is, the higher the performance achievement of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency will be. So that the leadership of the Regional Secretariat Office of North Bolaang Mongondow Regency continues to strive to create an ideal and conducive organizational work culture for all employees. Then create a good relationship between employees and employees with the leadership as well as create a network of cooperation all elements in the Regional Secretariat Office of the North Bolaang Mongondow Regency can run well, especially in coordinating the process and work results to achieve agency goals.

With the organizational culture that has been established, employees will be

able to carry out tasks on time and guide employees in achieving organizational goals. Organizational culture is also created so that a group of employees is able to deal with external and internal problems, and is used as a behavioral guide for members in dealing with problems.

The results of the study found that there was a positive and significant influence of organizational culture on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency. Culture can have a significant influence on the attitudes and behavior of organizational members. People begin to learn to depend on and place their hope in culture. Culture is considered capable of providing stability and reassurance for them, because they can understand what is going on in their society and know how to respond to it. There are two changes that people can experience. The first is the movement from one place to another with other cultures as well. The second is a change in their current environment and learning to adapt to both situations to avoid possible negative consequences.

Organizational culture is needed by every company that needs to always be developed and adapted to changes in the organizational environment. The organizational environment consists of human resources with different backgrounds and levels. Thus, changes in organizational culture are carried out first through changing the mindset of all human resources in the organization. Culture is developed and expresses itself in different ways in different organizations, therefore organizational culture is dissimilar in several respects. There is no ideal culture, only a suitable culture.

If the employee decreases work effectiveness, the theoretical and factual solution that can be done is by facilitating

the organizational culture that exists in the work environment or company. So that the ideal hope of organizational culture is to create a good culture where the interaction between employees and between employees and leaders becomes better. But in fact it is inversely proportional to where the work culture applied is not conducive, where competition is formed in the organization which in this case the work must be done through good cooperation. Then the lack of direction from the leadership makes employees have a less conducive relationship with fellow employees.

Characteristics of organizational culture are appreciated as organizational culture that has strength, if the culture has a dominant influence, it is said to be strong, while if the culture is less influential, it is said to be weak. Organizational culture can affect employee performance and satisfaction. The employee's overall subjective attitude towards the organization is based on several factors such as the degree of risk tolerance, pressure or team attention and community support. What supports or does not support this then affects employee performance and satisfaction, with a greater impact on strengthening culture.

Effect of mutation on performance

The descriptive results show that the mutation variable lies in the "good enough" criteria with a score of 78.92%. This shows that the mutations made by the leadership to employees in the Regional Secretariat Office of North Bolaang Mongondow Regency are felt to be in accordance with procedures in an effort to create the best performance achievements for employees. Mutations for employees are assumed to be in 2 ways, namely as an effort to prevent boredom at work and there are also those who think that it is a punishment for sub-optimal performance. So in fact, mutations made to employees

will have a positive impact on improving employee performance at the Regional Secretariat Office of North Bolaang Mongondow Regency.

The results of the regression analysis show that mutations have a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a coefficient of determination of 53.60%. The meaning of the positive and significant coefficient indicates that the higher the quality of the mutation policy in government agencies, the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency will increase. So that the mutation policy is part of good governance so that in carrying out mutations, the leadership at the Regional Secretariat Office of North Bolaang Mongondow Regency and the North Bolaang Mongondow Regency Government adjusts the mutation to procedures that apply later with the aim of improving employee performance so that in carrying out mutations, they must there are technical considerations regarding education, work experience and the suitability of employee competencies in occupying the new work unit that has been determined.

This employee transfer is one of the methods in a management development program that serves to increase the overall effectiveness of managers in their jobs and positions by broadening their experience and familiarizing them with various aspects of the organization's operations.

In the implementation of the transfer, it must be based on an objective assessment and based on the achievement index achieved by the employees, considering that the transfer system is intended to provide opportunities for employees to develop their potential. Employee morale can also decrease if the superior does not pay attention to the

interests of subordinates. The transfer is intended to increase morale and performance achievement for employees.

The influence of organizational culture and mutations on performance

Employee performance is not just information for promotion or salary determination for the organization. However, how the organization can motivate employees and develop a plan to remedy the slump can be avoided. So that performance is something that is done and produced in the form of products or services within a certain period by a person or group of people based on their skills, abilities, knowledge and experience. So that performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the organization.

The results of the descriptive analysis show that the employee performance variable lies in fairly good criteria with a score of 81.53%. This shows that the Regional Secretariat Office of the North Bolaang Mongondow Regency has sufficient performance in accordance with the ideal performance criteria for the organization. This fairly good employee performance is a representation of employee performance which still has to be improved, especially performance in achieving valid performance in accordance with the specified work quality, so that an important factor in growing optimal employee performance is the achievement of employee performance that can be supported by a strong organizational culture. ideal and mutations in accordance with applicable regulations.

Performance appraisal is a process that is carried out systematically on the performance of employees or resources assigned or charged to them. Thus, performance appraisal is basically one of the important factors in order to develop an organization effectively and efficiently, because of the existence of policies or

programs for evaluating work performance. Performance appraisal is an organizational process in going through for the work of its employees. The purpose of performing a performance appraisal in general is to provide feedback to employees in an effort to improve their work performance and improve organizational performance, and in particular it is carried out in relation to various policies towards employees such as for promotion, salary increases, education and training purposes. So that performance appraisal can be the basis for performance appraisal and can be the basis for assessing the extent to which human resource management activities such as the payroll system can be in accordance with procedures. An important aspect that is crucial for performance is organizational culture and transfers in terms of managing employee career management.

Simultaneous test results show that organizational culture and mutation together have a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a coefficient of determination of 64.90%. While the remaining 35.10% can be explained by other variables not examined in this study such as work motivation, leadership, employee competence, information technology at work and career management for employees. So that it is important for the employees of the Regional Secretariat Office of the North Bolaang Mongondow Regency to improve the results of their work achievements, especially in terms of work quality and punctuality in work. Good employee performance will have an impact on the organization's collective performance which is getting better. The concrete way that can be done in improving employee performance is through education and training, both with

on the job and off the job methods in an organization.

The following are factors that affect organizational performance, namely (1) technology which includes work equipment and work methods used to produce products or services produced by the organization. the higher the quality of the technology used, the higher the level of organizational performance. (2) The quality of the inputs or materials used by the organization. (3) The quality of the physical environment which includes work safety, room arrangement, and cleanliness. (4) Organizational culture as a pattern of behavior and work patterns that exist in the organization concerned. (5) Leadership as an effort to control members of the organization to work in accordance with the standards and goals of the organization. (6) human resource management which includes aspects of compensation, rewards, promotions and others.

CONCLUSION

Based on the results of research and discussion in the previous chapter, some conclusions can be drawn as follows:

1. Organizational culture has a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a coefficient of determination of 11.30%. The meaning of the positive coefficient indicates that the more conducive and ideal the organizational culture in the institution is, the higher the performance achievement of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency will be.
2. Mutations have a positive and significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a

coefficient of determination of 53.60%. The meaning of the positive coefficient indicates that the higher the quality of the mutation policy in government agencies, the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency will increase.

3. Organizational culture and mutation together have a significant effect on the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency with a coefficient of determination of 64.90%. While the remaining 35.10% can be explained by other variables not examined in this study such as work motivation, leadership, employee competence, information technology in work and career management for employees.

Research Implications

1. If the organization culture is conducive, it will have a good impact on improving the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow regency.
2. If the mutation is in accordance with the provisions, it will have a good impact on improving the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency.
3. If the organizational culture and transfers are good, the performance of Civil Servants at the Regional Secretariat Office of North Bolaang Mongondow Regency will be even better.

Research Limitations

The limitation experienced is the distribution of questionnaires via Google Form so that the interaction between researchers and research subjects is minimal. Then seen from the results it was found that the difference or distance of

influence between organizational culture and mutation was quite large.

Suggestion

1. With the influence of organizational culture on the performance of Civil Servants, it is hoped that the leadership will continue to strive to create an ideal and conducive organizational work culture for employees. In the organizational culture variable, the highest value related to ability and friendliness in providing services can be maintained, such as creating good relationships between employees and leaders and making collaborations with all elements, coordinating work processes and results so that this situation will make employees able to work well. efficient, effective and economical in an effort to achieve the goals of the organization in achieving optimal employee performance. Meanwhile, the lowest value is related to time delays when starting work in order to improve employee performance so it is necessary to motivate and review the capacity of apparatus resources and provide appreciation or rewards for employees who have a high level of discipline.
2. The transfer policy is part of good governance, with the influence of mutations on the performance of civil servants, the leadership must adjust the transfer to the procedures that apply later with the aim of improving employee performance. In the mutation variable, the highest value is obtained related to carrying out new tasks in accordance with responsibilities, this shows that the mutations are carried out in accordance with procedures, education, work experience in creating performance achievements. While the lowest score is related to extra tight supervision at work so it is necessary to give employees confidence in carrying out their duties and the suitability of

- employee competencies in occupying new work units.
3. In the performance variable, the highest value is obtained related to accuracy in completing this work, indicating that the quality and quantity provided by employees in carrying out work is in accordance with their responsibilities. While the lowest value is related to the orientation of satisfying work results and wanting to get achievements so it is necessary to give appreciation or rewards to employees who have a high level of responsibility.
 4. It is important for employees of the Regional Secretariat Office of North Bolaang Mongondow Regency to improve their work results, especially in terms of quality of work and punctuality in work. Concrete ways that can be done in improving employee performance are education and training, both on the job and off the job methods. an organization.
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