

MUTATION AND PROMOTION SYSTEM AND ITS RELATION TO EMPLOYEESATISFACTION AND JOB PERFORMANCE OF WEST KALIMANTAN IMMIGRATION OFFICE

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Abstract: the purpose of this study is to investigate mutation and promotion system and its relation to employeesatisfaction and jobperformance of West Kalimantan Immigration Office. This study used descriptive qualitative research approach with Explanatory Research. 50 people were taken as sample using judgmental sampling method only to employees who have been transferred. Data was collected through questionnaires and analyzed using path analysis model. The results of this research answer the hypotheses: there is a significant influence of mutation on job satisfaction; there is a significant influence of promotion on job satisfaction; there is a significant influence of mutation on job performance; there is a significant influence of promotion on job performance, and there is a significant effect of job satisfaction on job performance. The data diversity was explained using path analysis model of 62.2%, while the rest was explained by other variables not included in the model and error.

Keywords: mutation, promotion, job satisfaction, job performance



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Understanding of job performance cannot be separated from multidimensional understanding. The willingness and ability of a person in job performance can be seen from his job performance in applying the concepts, thoughts, and ideas effectively and efficiently so as to achieve the goals set by the organization. However, this is not only in terms of management skill but also in leading and applying all the abilities owned by

a person to achieve the goals that have been set (Edison, et al, 2016).

Job performance is the contribution and output given by employees in carrying out their duties, responsibilities, and functions as employees in the organization. Good employee performance should be rewarded properly so that they will be satisfied, resulting in better achievement (Bernardin, 2003). It is not easy to satisfy employees because job satisfaction is individual. Each individual has different levels of satisfaction. This is in accordance with the definition of satisfaction that job satisfaction is the emotional state (happy or unhappy) of employees toward their job (Dessler, 2008). This is reflected in employees' attitude towards their job: employees

show positive attitude if they are satisfied, and show negative attitude if they are not satisfied (Andidi, 2013).

Employee's job dissatisfaction is generally expressed in various forms, i.e. employee's request for mutation, complain, disobeying, or circumventing some of their job responsibilities, while job satisfaction is one of the goals to be achieved by every employee in the workplace (Shafazawana, et al, 2016). Job satisfaction leads employees to increase employee morale and dedication, love their job, and increase employee discipline. Therefore, the institution is necessary to create employee's job satisfaction (Nurdin, et al (2015).

Trivellas et al (2015) state that career development management requires appropriate methods, e.g. giving promotions for outstanding workers and doing employee transfer to refresh or prevent saturation in employee performance. Mutation is a change of position/ job/ workplace of an employee; it can be done either vertically or horizontally (Wahyudi, 2002). Promotion is a shift from one job to another within the higher hierarchy of authority and responsibility (Dassler, 2008).

Employee mutation is intended to get particular employees in the right place so that they will get a new atmosphere and better job satisfaction, which will result in higher job performance (Azizi and Liang, 2010). Employee mutation can be done horizontally (from a position to another at the same level) and vertically (in the form of promotion within an organization) (Hasibuan, 2011). Promotion is given

to motivate employee morale so that employees will show better job performance; employees getting promoted will have bigger responsibilities, higher dignity or status, and be expected to have better skills (Griva, et al, 2012).

Carter (1999) states that employee mutation and promotion are expected to increase employee morale in order to motivate employees to work better and get the better achievement. Employee mutation will open up opportunities for competition in improving job performance (Mahendra, 2014). Each member of the organization has equal opportunity to achieve a higher position. However, it should be noted that competition in improving job performance will arise if there is a guarantee that employee mutation is actually done objectively (Surata and Paramarta, 2015).

Judas (2013) found that employee mutation and promotion simultaneously affect employee performance. Similarly, the research which was conducted by Angeles, et al. (2015) found that promotion positively and significantly affected employee's job satisfaction.

Employee mutation is expected to improve employee's job performance and morale afterward. Employee mutation is usually conducted horizontally (Wungu and Harsojo, 2003). Similarly, the promotion also has the same goal, i.e. improving job satisfaction that ultimately improves job achievement. The conceptual model is illustrated in the following diagram:

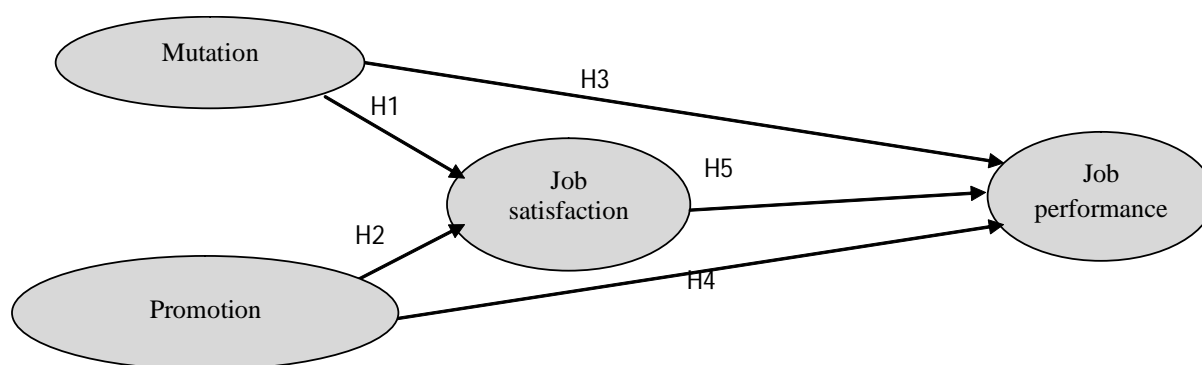


Figure 1 Conceptual Model

Hypothesis:

H1: Mutation significantly affects job satisfaction.

H2: Promotion significantly affects job satisfaction

H3: Mutation significantly affects job performance

H4: Promotion positively affects job performance

H5: Job satisfaction significantly affects job performance

METHOD

Research Design

This research used causal explanatory model; this model examined the hypotheses formulated in this research and examined the causal relationship among variables studied in the form of the survey, which aims to know the pattern of causal relationship among variable (Umar, 2005) mutation, promotion, morale and job performance. The research design is a guide that contains the steps in conducting research. Research design should be made systematically and logically so that it can be really easy to follow guidelines (Kuncoro, 2004).

The approach used in this research was a quantitative approach, i.e. by conducting hypothesis testing to explain the relationship between variables studied and doing case study to generate generalized conclusions on other similar problems (Sekaran, 2003). The data used in this study was the primary data taken directly from the object of research through questionnaires. Secondary data was in the form of information related to research obtained from other sources. The selected measurement scale was *Likert* scale.

Population and Sample

The population of this research was employees of West Kalimantan Immigration Office in several locations, i.e. Pontianak, Singkawang, and border offices (Entikong and Sambas), so the unit of analysis in this study was the individuals. The sample was determined using judgmental sampling method, which is a sampling based on the judgment of the researcher on who is eligible to be the sample (Kuncoro, 2004). In order for this research to meet the desired target, the sample used must meet a criterion: employees who have been transferred. Based on the population located in several locations,

the minimum number of sample target in this study was 50, according to Roscoe (Sekaran, 2003).

Most of the respondents were men (84%); women represented only 16%; therefore, the majority of employees who have been transferred are male. Although men and women have the same standards and requirements, the number of mutations experienced by women is less than that of men (Stroh, et al., 1992), primarily married women (Eby, et al, 1999). This is because female employees prioritize their family; a married woman follows her husband (Tharenou, 2008). In accordance with that opinion, immigration office management provides the policy that female officers are allowed to be transferred in accordance with their husband, of course in accordance with the procedure applied.

The age of respondents ranges between 30-40 years old (52%), 41-50 years old (24%), under 30 years old (18%), and over 50 years old (6%). Most of the employees being transferred are at career development stage (30 to 40 years old (Slocum and Cron 1985). Younger employees are more likely to be transferred or relocated (Gould and Penley 1985), while older employees tend to stay close to the family (Feldman and Bolino 1998). As in the Immigration office, employees who are nearly retired experience fewer mutations. Some employees nearly retired request to be transferred to the office which is closer to where they live (Surata and Paramarta, 2015).

The respondents' work period ranges from 5-10 years (42%), 11-20 years (36%), less than 5 years (14%), and over 20 years (8%). Most of immigration office employees being transferred had low work period (Gould and Penley, 1985). Government agencies that include seniority system allow many employees with longer work period to occupy the higher position. Meanwhile, old employees who still work in executive positions are reluctant to be transferred due to a stagnant career (Feldman and Bolino, 1998).

Based on the rank, most of the respondents in this research are executive in grade II and grade III: 34% respondents in grade II/ d and 26% respondents in grade II/ c, 22% respondents in grade III/ a and 18% respondents in grade III/ b. This composition

tion illustrates that most executive employees have been transferred. Employees in Group III are allowed to be promoted to higher position.

RESULTS

Questionnaire and interview were methods used to collect the data required. The data obtained was collected and analyzed using SPSS application. Prior to the research, it was necessary to test the validity and reliability of the questionnaire used. The test is intended to obtain research data that meets the standard of validity and reliability level (Azwar, 2001).

Validity Test

The instrument validity was tested by using construct validity test. Construct validity test is performed to compile operational measurement indicators based on a conceptual framework that will be measured (Azwar, 2001). Variable mutation consisted of two dimensions and 9 indicators. Variable promotion consisted of 4 dimensions and 11 indicators. Variable job satisfaction consisted of 4 dimensions and 8 indicators. Variable job performance consisted of 5 dimensions and 10 indicators. Each question of the indicators of research variable had a correlation value (r-count), greater than 0.1984. Based on the correlation value, it can be said that it met the standard of validity (Kuncoro, 2004).

Reliability Test

Cronbach's alpha value of variable mutation amounted to 0.705, variable promotion

amounted to 0.746, variable job satisfaction amounted to 0.735 and variable job achievement amounted to 0.739. All *Cronbach's* alpha reliability values were greater than the standard value of 0.700 (Priyatno, 2013). Thus, all question items on the research variables were declared reliable. Reliability shows that the measuring instrument used in research is a reliable measuring tool; reliability of the measuring instrument is reflected by the consistency of measurement results from time to time (Sekaran, 2003).

Classical Assumption Test

Normality test was conducted using One-Sample Kolmogorov-Smirnov test, resulting in the significance value of each research variable greater than 0.05. It can be concluded that the distribution of data on both variables is normal (Priyatno, 2013).

Linearity test used was a mean test for linearity, all research variables have significance values below 0.05; in other words, the significance of deviation from linearity > 0.05, then the research variables are linearly related (Priyatno, 2013).

Path Analysis

Based on path analysis test with an alpha level of 0.05, the influence of each variable on work performance includes: coefficient of the direct influence of mutation on job satisfaction amounted to 0.353 with the value of sig 0.000. This shows that mutation affected job satisfaction significantly and positively, which means that the better the mutation, the higher the job satisfaction.

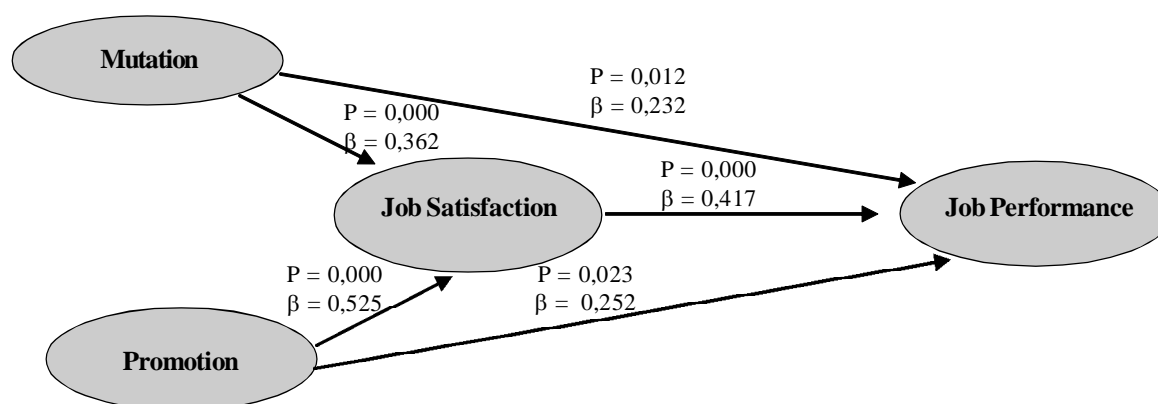


Figure 2 Path analysis among research variables

The coefficient of the direct influence of job promotion on job satisfaction amounted to 0.558 with the value of sig 0.000. It showed that promotion affected job satisfaction positively and significantly, which means that the better the promotion, the higher the job satisfaction.

The coefficient of the influence of mutation on job performance amounted to 0.232 with sig value 0.012. This showed that mutation affected job performance positively and significantly, which means that the better the mutation, the better the job performance.

The coefficient of the influence of promotion on job achievement amounted to 0.252 with a sig value of 0.023. It showed that promotion affected job achievement positively and significantly, which means that the better the promotion, the higher the job performance.

The coefficient of the direct influence on job satisfaction of job achievement amounted to 0.417 with sig value of 0.000. This showed that job satisfaction affected job performance positively and significantly, which means that the better the employee satisfaction, the higher the job performance.

The coefficient of the indirect effect of mutation through job satisfaction on job achievement amounted to 0.151 (0.362×0.417) with sig value below alpha value. This showed that mutation affected job performance positively, indirectly, and significantly, which means that the better the mutation, the higher job satisfaction, which will lead to higher job performance.

The coefficient of indirect influence of job promotion through job satisfaction on job performance amounted to 0.219 (0.525×0.417) with sig value below alpha value. This indicated that promotion affected job performance indirectly, positively, and significantly, which means that the better the promotion, the higher the job satisfaction, which will lead to higher job performance.

The coefficient of the effect of mutation and job satisfaction on job performance amounted to 0.513 ($0.362 + 0.151$) with sig value below alpha value. This showed that mutation and job satisfaction affected job performance positively and significantly, which means that the better the mutation, the higher

the job satisfaction, which will lead to higher job performance.

The coefficient of total influence of promotion and job satisfaction on job performance amounted to 0.744 ($0.525 + 0.219$) with sig value below alpha value. This showed that promotion and job satisfaction affected job achievement positively and significantly, which means that the better the promotion, the higher the job satisfaction, which will lead to higher job performance.

Based on the order of causality, it can be assumed that the most dominant influence of exogenous variable on endogenous variable was the influence of promotion on job performance through job satisfaction, amounted to 0.744 or 74.4%, which means significant, followed by the effect of mutation on job performance through job satisfaction, amounted to 0.513 or 51.3%, which means significant.

DISCUSSIONS

Hypothesis (H1): Mutation significantly affects job satisfaction

The research results showed that variable mutation may be due to employee's request and transfer in order to increase productivity; the data supported that most respondents gave positive responses. This means that mutation management was in accordance with the applicable procedures and rules, so that mutation decision has an impact on job satisfaction. In line with Sastrohadiwiryo's opinion (2002) that mutation is an employment activity associated with the process of transferring functions, responsibilities, and employment status of employees to a particular situation in order for the concerned employees to obtain job satisfaction in-depth and to provide the maximum job performance to the organization. It was affirmed by Wahyudi (2002) that mutation is a routine activity of a company in order to implement the principle of "the right men in the right place".

The results of this research strengthen empirical data of a study which was conducted by (Mahendra, 2014) that the right mutation is conducted through good procedures so that employees are placed in accordance with organizational needs,

supported by the desire of employees to improve career and give the impact that can affect job satisfaction. Satisfied employees will increase their productivity and job performance.

Hypothesis (H2): Promotion significantly affects job satisfaction

The promotion provides an important role for every employee. Promotion indicates trust and recognition of the company about the ability and skills of concerned employees to occupy a higher position. It is in line with Wahyudi's (2002) opinion that promotion is the change of position or job from the lower level to the higher level, usually followed by the increase of responsibility, rights, and social status of the employee.

Edison, et al (2016) argue that if there is an opportunity for every employee to be promoted based on fairness and objectivity, employees will be encouraged to work harder, eager, disciplined, and get the better achievement so that the company's goals can be optimally achieved. This is supported by Sastrohadiwiryono's opinion (2002) that promotion is a shift from one job to another within the higher hierarchy of authority and responsibility.

The results of this research strengthen the empirical data of research which was conducted by Andidi (2013) that according to the aspects of justice, good promotion gives positive and significant impact to employee's job satisfaction. Employees will feel that they are cared for and treated well so they are working happily.

Hypothesis (H3): Mutation significantly affects job achievement

The results of this research support the results of a research which was conducted by Dasplin (2014) that mutation is a change from a position in a class to a position in another class which is not higher or not (at the same level) in terms of salary. Further, Kasmir (2008) adds that the purpose of mutation is to avoid employee saturation or boredom in their work, which affects their productivity. The mutation also can be made to employees who have neglected to perform their duties or are unable to perform their

duties perfectly: as a form of sanction. This is performed in order to improve employee performance.

The results of this research strengthen the empirical data (Nurdin, et al, 2015) that promotion and mutation simultaneously affect employee performance. This can be seen from the coefficient of influence that directly affects variable employee performance; the highest coefficient is a variable mutation. Azizi, et al (2015) in his study stated that job relocation can mean promotion and demotion. Promotion is a form of appreciation if an employee has high job performance (above the standards of the organization) and behaves very well; this is manifested in the form of career enhancement. Thus, those who get promoted will get the larger amount of task, higher authority, and responsibility. A demotion is an act of sanction by downgrading employee's position or not giving some allowance.

Hypothesis (H4): Promotion significantly affects job achievement

Promotion is one of several kinds of career development; getting a promotion is a dream or goal of an employee because it means reward given by the agency or company for his good performance or achievements.

The results of this research on employee promotion in Immigration Office is in line with Wungu and Harsojo's opinion (2003) that promotion is the transfer of an employee from a position to another position which is higher in terms of income, functions, duties, responsibilities, requirements, and authority. Hasibuan (2011) argues that promotion given to employees will have an impact on position enhancement, higher responsibilities, increasing duties, increasing rights, and higher authority. Furthermore, the promotion will increase job motivation and job performance.

The results of this research strengthen the empirical data of research which was conducted by Dasplin (2014) that promotion poses a significant positive effect on employee's career development, which will result in positive things for employees i.e. increasing their knowledge and experience, facilitating employees to strengthen the rela-

tionship among employees, which will improve job performance. Trivellas (2015) explains that the low contribution of promotion in improving work performance is in line with the reality in the workplace that most employees do not expect promotion because their job is not supportive.

Hypothesis (H5): Job satisfaction significantly affects job achievement

Job satisfaction is employee's assessment of the extent to which his job as a whole satisfies his needs. Job satisfaction can also be defined as an emotional state (happy or unhappy) of employees towards their job (Dassler, 2008). Employees' job satisfaction will affect their attitudes and behavior towards their job; especially, the behavior will be reflected from the level of work accidents, absenteeism, moral level, and the productivity rate of employees. Those will affect the level of employee productivity.

According to Edison, et al (2016), company believes that income or salary is a major factor affecting employee satisfaction. However, employee's job satisfaction is not absolutely influenced by salary alone. Many other factors affect employee's job satisfaction. According to Maslow's theory (Hasibuan, 2011) about human needs, if it is viewed from the hierarchy of human needs, it can be concluded that the compensation or reward is given to employees in the form of material, in this case, is salary, is the lowest needs of human or employee.

The results of this study strengthen empirical data (Hendri and Evanita, 2014) that job satisfaction, consisting of intrinsic and extrinsic factors of job satisfaction, affects job achievement. The variable that has a dominant influence on job performance is variable extrinsic job satisfaction.

CONCLUSION

The analysis results indicated that there was an effect of the mutation on employee's job satisfaction, which means that the increase in mutation value will be followed by the increase in job satisfaction. Furthermore, there was an effect of promotion on job satisfaction, indicating that the increase in the promotion will be followed by the increase in job satisfaction.

Similarly, the mutation had a significant effect on employee performance, meaning that increase in mutation will be followed by an increase in job performance. Similarly, the promotion had a significant effect on employee performance, indicating that promotion is followed by the increase in job performance. Furthermore, job satisfaction had a significant effect on employee performance; it can be explained that employee's job satisfaction will raise job performance.

The results of path analysis with standardized variables showed that the effect of total promotion on job achievement through job satisfaction of 0.744 was more dominant than other influences. The calculation results showed that R^2m value amounted to 0.622; in other words, data diversity was explained by using path analysis model in this study, amounted to 62.2%, while the remaining 37.8% was explained by other variables that are not involved in the model and error.

SUGGESTION

In order to improve the services provided by the office, employee's job satisfaction needs to be considered and improved. The role of employees is crucial in carrying out the main tasks and functions as mandated by the rule and legislation.

Mutation and promotion in improving job performance through job satisfaction will not work well if employee position placement is not in accordance with employees' skill and expertise. Mutation and promotion need to be done carefully, thoroughly, and as needed.

The findings of the study indicate that mutation affects job satisfaction and job achievement. Therefore, the organization needs to improve good management and strive to eliminate superior's subjectivity against employees, which will lead to the mutation which is not in accordance with the applied procedure.

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