

EMPLOYEE PERFORMANCE ANALYSIS; POST MUTATIONS IMPLEMENTATION AT PT. JASA RAHARJA SURABAYA REPRESENTATIVE

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EMPLOYEE PERFORMANCE ANALYSIS; POST MUTATIONS IMPLEMENTATION AT PT. JASA RAHARJA SURABAYA REPRESENTATIVE

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Abstract: *The aim of research to analyzing employee performance post the employee mutations implementation at PT. Jasa Raharja Surabaya Representative (JRSR). The descriptive qualitative method used in this study, using 5 (five) appropriate informants and supported by research articles and scientific documents. Data collection techniques by observation, interviews and documentation. The research results show that JRSR has implemented the mutation program well. The mutations implementation is carried out by Versatility Transfer (VT) means transferring employees by transferring positions aimed to increasing the capabilities and career employees development. Production Transfer (PT), which means transferring employees with the same or different positions but in different places. Employee performance at JRSR has been well and productive. It could be seen from the employees working hours, the work timeliness on and tasks completion and adjustments to new places and tasks shown well.*

Keywords: *Mutation, Employee Performance, Versatility Transfer, Production Transfer.*

1. Introduction

Government and private agencies certainly have goals to be achieved. The most important achievement way in an organization could be seen from the performance of its human resources. Human resources have an important role in achieving the organization goals. These human resources are all people involved in the organization operations, from the subordinates to the organization top officials (Bura, 2022). The institution's human resources could help companies to work more effectively and efficiently. Organizations have standards in selecting the abilities and skills of employees, resulting in intense competition between employees to be able to settle or be elected in an institution (Kurnia Sari & Manafe, 2021; Nahdliyah & Izzah, 2022; Widiyawanto, 2023).

Employees who are elected in an institution should also continue to improve their performance thus the institution could continue to grow and excel in competition. The institution role in helping to develop the quality of their employees or human resources is by implementing mutations. The mutations application is a way to develop employee careers (Ansar, 2022; Puspitasari & Verawati, 2021; Sajali & Mulyana, 2022).

According to Dessler in (Rosa, 2017; Sofiyanti & Nurdiansyah, 2017)), mutations are employees who are transferred from one division to another while maintaining the same salary level and scale. Even though there was no change in responsibility, there was a change in the work environment. Hasibuan (Daulay, 2016; NEOLAKA et al., 2023; B. I. Pratiwi & Hakim, 2014; Ranita & Dwi, 2021; Rosa, 2017) defines mutation as a change in position, place, job; both horizontally and vertically (promotion/demotion) within one institution. By the aim of increasing work effectiveness and efficiency within the organization, mutation is essentially part of employee development (B et al., 2023; Mustaqimhasibuan et al., 2019). Nasution and Sinaga in (Ulfah & Prastiwi, 2020), defines mutation as the employees movement from one division to another division because of a division that needs it. Mutation is also a way to develop the ability of employees in order to increase the effectiveness and efficiency of employees in a institution.

From some of the experts above, it could be concluded that mutation is the employees transfer with the same position to another place or the employees transfer from one position to another, with the aim of increasing employee capabilities, avoiding boredom, and providing satisfaction to employees due to their performance. In the government system, the mutations application is unavoidable. Mutation implementation is a routine for government employees both public and private companies.

Paul Pigors and Charles Mayers in (Ibrahim et al., 2015) put forward 5 (five) kinds of mutations in terms of their purpose:

1. *Production transfers*, namely the transfer of employee assignments from one division to another horizontally, where one other division requires manpower.
2. *Replacement Transfers*, namely moving employees with long tenure to other positions horizontally to replace employees who were dismissed due to reducing institution activities thus some employees had to be laid off.
3. *Versatility transfer*, namely moving employees to other divisions horizontally with the aim of increasing the knowledge of the employee concerned.
4. *Transfer shifts*, namely mutations in the same position, but different working hours or shifts, for example the morning shift and changing to the afternoon shift.
5. *Remedial transfers*, namely the transfer of employees to any division to improve cooperation between employees.

Performance is the achieving employee result work in quality and quantity that has been achieved in carrying out their duties according to their responsibilities according to Mangkunegara in (Khoirum & Manafe, 2022; N. M. Pratiwi & Manafe, 2022; Purba, 2020; Puspitasari & Verawati, 2021; Ranita & Dwi, 2021). Veithzal Rivai in (Rosa, 2017) argues that performance is a motivation function to complete one's work with the ability and skills as work performance in accordance with its role in the institution thus it could achieve institution goals.

From several expert opinions, employee performance is the work employees result to realize the goals, objectives, vision and mission of a institution within a certain time.

Mangkunegara in (Puspitasari & Verawati, 2021) states four indicators of employee performance, namely:

1. Work quality; How well the work done.

2. Working Quantity; How long does the employee do work in one day. Could be seen from the speed of each employee.
3. Implementation of Tasks; How well the employee is doing his job whether it is appropriate or not.
4. Responsibility; Employees awareness in carrying out their work obligations whether appropriate or not.

PT. Jasa Raharja is an accident insurance institution owned by a BUMN (State Owned Enterprise) which was established with the aim of easing the burden on victims of traffic accidents. There are 2 (two) types of social insurance, *first* is public transport insurance under Law no. 33 of 1964 concerning Passenger Compulsory Accident Coverage Fund which is used for land passengers, sea and air public transportation. *Second*, Law no. 34 of 1964 concerning Traffic Accidents is used for users of motorized vehicles which are not public transport and are not a single accident. There are 2 (two) income sources of PT. Jasa Raharja, *first* comes from purchasing a ticket in which there is a mandatory contribution and *second* is a deposit from the processing of a Vehicle Registration Certificate.

The main mutation purpose is to increase the employees ability to add knowledge provides a new atmosphere thus there is no boredom in doing work (Animun et al., 2017; Irma et al., 2019). But not a few of the employees think that by being elected as a transferred employee, the employee has made a mistake thus he is elected as a transferred employee (Andika et al., 2019; Animun et al., 2017; Safitri et al., 2021)

To get a clearer understanding related to employee performance post the implementation of employee transfers, researchers obtained some similar reference materials, namely research by (Jayanti, 2021) stated that the mutations implementation that were carried out went well and was productive as could be seen from the implementation of Versatility Transfers by transferring employees with the aim of doing work in various fields of work, the performance of post-transfer employees was also very good in terms of timeliness in carrying out and completing tasks. Study by (Puspitasari & Verawati, 2021) judging from the positive answers of employees who have undergone mutations and the high employees performance in working timeliness and maximum work tools use, it shows that the mutations implementation carried out by the leadership has been very good. Study by (M. Sulhan.S.Sos., 2016), shown there was employees of the Koperasi BMT-MMU Sidogiri East Java, Purwosari Branch indicating satisfaction and dissatisfaction. There is a satisfaction sense post the implementation of a position mutation due to employees feel that the work type is in accordance with the employee's personality and there is a dissatisfaction sense that could be seen from the mismatch between the types of work of the employees caused by passive employees who do not like challenges, thus they need adjustments to new jobs.

The research was carried out due to it found that there was a sudden external employee mutation JRSR with the phenomenon that occurs researchers want to know the mutations application JRSR. Does the mutation increase employee performance or vice versa.

2. Research Method

The research method used is a qualitative method with a descriptive approach. With the aim of disclosing a fact of events, objects, activities, processes, and people as they are in the present or a period of time that the informant may still remember (Nahdliyah & Izzah, 2022). According to Denzin and Lincoln in (Sidiq et al., 2019), qualitative research is a research with a natural background, aims to analyze the phenomena that occur, using the existing methods in qualitative, namely interviews, observation, and documentation. Moleong in (Sidiq et al., 2019) concluded that qualitative research is research that aims to understand a phenomenon that occurs, by descriptions means in the words form and natural language. Using qualitative descriptive type research is to determine employee performance post experiencing internal and external mutations. The number of informants used was 5 (five) employees with the condition that they had experienced internal mutations (employee transfers between appropriate divisions but in the same workplace) or external mutations (employee transfers from the current institution to another institution or vice versa within the same or different divisions), according to the problems taken by researchers.

The data sources types used are two types, primary data and secondary data. Primary data is taken directly from the research object using interview techniques. Interviews to employees who experience mutations. While secondary data is data to complement primary data such as scientific documents, research articles, literature related to the object under study. The data collection technique used is by conducting interviews, observation, and documentation with informants. The data analysis technique used in this research is to present data and draw conclusions.

The location of this research was conducted JRSR which is located at Jl. Jemur Andayani No. 46A, Wonocolo, Surabaya, East Java.

Description of research subjects who were successfully interviewed:

Table 1. Research Subjects

No	Name	Last education	Years of service	Position		Mutation Type
				Before	At the moment	
1	Norma Fetri Riana	S1	8	Financial Staff	Cashier	External
2	Abdul Rozak	D3	10	Mobile Service	Mobile Service	External
3	Utami girl	S1	15	Cashier	Financial Staff	Internals
4	Dion Pramono	S2	10	Mobile Service	Insurance Staff	Internals

5	Denny Prayudha	S1	15	Responsible for Services	Responsible for Services	External
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Source: Processed data

Interview questions used in this study:

Table 2. Interview Questions

Variable	Interview Questions
Mutation	1. How long have you been working at Jasa Raharja? How many mutations have you had? 2. Could employees decide or choose a place when they are transferred? 3. Do you feel burdened if you are selected as a transferred employee?
Employee Performance Post Mutation	1. Are you still able to finish your work on time even with a new type of job? 2. Do you come to work and return from work according to a predetermined work schedule?

Source : (Puspitasari & Verawati, 2021)

3. Results and Discussion

3.1. Results

Employee Mutation at JRSR

Research conducted by researchers at JRSR in observing the mutations implementation that occur in employees could be seen from the results of interviews that have been conducted:

Mr Rozak (*Mobile Service*) External Mutation

"I have been at Jasa Raharja for 10 years and have been transferred 3 (three) times. As far as I know the transfer is carried out with a maximum working period of 3 (three) years, but I did the same job and placement for 8 (eight) years, and that was due to the institution's needs as well. When I was placed in Malang, I was informed that I would be transferred to Mojokerto, but after the SK was issued, my placement changed to Surabaya and also with the same position. My goal was to be transferred because my tenure at the same place and position was too long."

Mrs. Norma (Cashier) External Movement

"At Jasa Raharja I started in 2014 for about 8 (eight) years and a half, and have undergone 3 (three) to 4 (four) mutations. Leaders do not immediately notify if you want to be transferred. The application of mutations carried out by Jasa Raharja is usually placed in a different position or a different place for refreshment."

Mrs. Gadis (Finance Staff) Internal Movement

"I have been at Jasa Raharja for 15 years, and have undergone 8 (eight) transfers, starting from being placed in South Kalimantan and now arriving here. We couldn't decide on a place because it's in accordance with the decree issued, either from the head office or the branch office. It is also possible if APS (On Own Request) but only under certain conditions. It is normal for Jasa Raharja to have a mutation, so you won't be surprised if you are suddenly transferred. And the goal is also good to get us excited about facing or doing new work."

Mr. Dion (Insurance Staff) Internal Movement

"It's been 10 years, I've been at Jasa Raharja for a decade and I've had 3 (three) transfers, I was initially assigned to the Krian Samsat office, then to the Jombang Samsat office, then to the Surabaya representative in the service sector, then last February I was transferred to the insurance sector. Mutations need to be done, for career development and to get excited again in facing new challenges."

Mr. Denny (Person in Charge of Services) External Movement

"At Jasa Raharja from October 2018 to 2023 it has been running for 15 years. For my first placement in Kediri at the representative office, after that one year at the Samsat Kediri, at the Tulungagung Samsat for 7 (seven) years and a half, moved to the Malang representative for 6 (six) years and a half, then moved here as of last January in the department in charge of service Also. Because of the sudden system that makes it uncomfortable. Mutations need to be applied thus we are also fresher in a new place or new position, so we don't get bored at the old place for a long time either. The application of a maximum working period of 3 (three) years is very necessary."

Employee Performance Post Employee Mutations JRSR

The purpose of implementing mutations is as training in improving employee performance. But many employees think it is a punishment even though the real purpose is for learning and the stages to get a promotion. Employees who have undergone mutations will find it easier to get promotions because they already have knowledge and experience, besides that they could also avoid boredom with their work. This could be seen from the following interview results:

Mr. Rozak (Mobile Service) External Movement

"So far there have been no problems, because if you work at Jasa Raharja you have to be more flexible in people, because there are many partners. I arrived early and left late, and also left the office while doing a survey for the deceased, so I had full time for work."

Mrs. Norma (Cashier) External Movement

"Thank God no, because even though this is a new workplace, personally the employees here are not new colleagues, they are also familiar. Always on time because there is also help from fellow apprentices, so they could help with completion. Because I was

previously from finance, so I'm still related to this job desk, so it could also be adjusted. During working hours I am also more often at the office, so during breaks while eating also while doing work. If you come to work you still have to be on time, but if you come home from work, try to be on time."

Mrs. Gadis (Finance Staff) Internal Movement

"God willing, so far we have been able to adjust to the new job, because so far there has been no work that requires a lot of effort. Working hours are always in the office. If you go to work, you are always disciplined and you don't always come home from work on time."

Mr. Dion (Insurance Staff) Internal Movement

"Alhamdulillah, I could, because there are also many friends who could help, yes, I'm also new to the insurance department, I have to be able to adjust as soon as possible. Leave the office only when going to the mosque. Plus if when closing the book like yesterday, all employees will be very busy, and always come home overtime. We should have arrived on time, it's just that the people of Gedangan are inseparable from traffic jams so they will be a little late, but if you get home from work you will definitely not be on time."

Mr. Denny (Person in Charge of Services) External Movement

"If not with colleagues, especially if the atmosphere is supportive. If not with the initial job, because if there are employees who are transferred then there should be something that needs to be fixed, you also have to adjust at least two weeks to one month before things could run smoothly. If you always come on time, if you come home from work, you often go to overtime. And I used to look for overtime rules and yes they didn't exist, so Jasa Raharja doesn't have overtime pay."

3.2. Discussion

Employee Mutation at JRSR

Improving employee performance, institution need to implement an employee rotation system, in order to improve employee capabilities and also avoid employee burnout thus it could generate enthusiasm for employees. The mutations implementation is also based on the employee period and according to institution needs.

1. The working period of all employees has been working for more than five years and has mutation experienced 3 (three) times and more. And according to the informants, the transfer is carried out with a maximum working period of 3 (three) years in the same place and position, in accordance with the provisions of the Institution's Articles of Association, ministerial decisions and decisions of the directors, but also adjusted to the needs of the institution, due to the implementation is also not optimal, there are still several employees who have not undergone transfers for more than (three) years. Employee mutations carried out by PT. Jasa Raharja is carried out by transferring employees to different positions within the same institution and transferring employees

with the same or different positions to different institution locations (ANU Putri, R Rudiana, 2019; Jayanti, 2021).

2. All informants stated that employees could not decide or choose a place when they will be transferred. The mutation placement has been decided through a SK (Decree) issued by the branch office and head office and all decisions are in the hands of the leaders. This mutation system is sudden without prior notification. Thus ready or not ready employees should continue to carry out the SK that has been issued.
3. All employees stated that the mutation activity was normal, so they were not too surprised. JRSR implements a maximum of three years of working experience in the same place or position even though the implementation is still not optimal. The mutations implementation could help employees not feel bored with the same workplace and work for a long time, thus they could develop employee morale, due to implementing mutations is also a new challenge for employees (Jayanti, 2021; Puspitasari & Verawati, 2021).

According to research that has been conducted JRSR, the mutation application used is:

1. *Versatility Transfer*, namely the mutations implementation carried out by moving employees' positions or jobs with the aim of increasing employee performance and abilities horizontally. According to the research results that has been done, JRSR carries out transfers between divisions according to their area of expertise due to a vacant position or a new position.
2. *Production Transfers*, namely the mutations implementation with the aim of avoiding employee saturation at the same workplace, then a transfer of work placement is carried out. Implementation of Production Transfer JRSR is also due to the need for employees at other branches, thus they sort out employees who are in accordance with their fields or who have lived long enough in certain positions (Jayanti, 2021).

The mutation implementation system is a permanent rule that is known to employees who are sudden in nature in accordance with the Institution's Articles of Association, ministerial decisions and decisions of the directors. If the SK (Decree) has been issued, the employee should implement it according to the decision date, without any negotiation with the leaders. Basically all employees will experience a transfer, either a position transfer/internal or a place mutation/external (Puspitasari & Verawati, 2021). The mutations application JRSR are carried out with a maximum working period of three years in the same place or position.

The mutations application needs to be done for the benefit of the institution and employee career development. Employees see it as a new challenge and are used to the mutations implementation, due to the mutation system also exists in JRSR regulations.

Employee Performance Post Employee Mutations JRSR

1. The employees stated that at the beginning all employees needed adjustments to a new job or workplace. Even though they have just been placed in a new place or position, the employees could still complete the work on time, and in accordance with the expectations of the institution leader.(Jayanti, 2021; Puspitasari & Verawati, 2021)

2. During working hours the employees stated that they were always in the office. Employees are always disciplined when they come to work, and they do not go home on time to finish work first.(Jayanti, 2021; Puspitasari & Verawati, 2021)

Employee performance at JRSR could be seen from:

1. Quality of Work, thus it could be seen whether the work results of employees are appropriate or not. High quality employees could support the progress of an institution. when viewed from the work quality of JRSR is excellent, due to employees could immediately adjust to new places and jobs thus they could still complete tasks.(Puspitasari & Verawati, 2021)
2. Work Productivity to determine the results or achievements of employee performance. Work productivity is very important for an institution, because the higher the work productivity of employees, the easier it is to achieve the goals of an institution. Employees of JRSR showed punctuality when working and most of the informants stated that they were always in the office during working hours, and always completed work on time and in accordance with the expectations of institution leaders.(Puspitasari & Verawati, 2021)

According to research that has been conducted by interviewing 5 (five) employees of JRSR which has undergone mutations proves that the employee response is very positive and supports mutations both internally and externally towards performance.

4. Conclusion

From the results of research on Mutations on Employee Performance JRSR, it could be concluded that the leader is good at implementing mutations. Thus employees give a positive response in the mutations implementation and the employee performance, which could be seen from the employees timeliness in carrying out assignments and the timeliness of coming to work, but always prioritizing the work done rather than going home on time. Mutations applied JRSR is Versatility Transfer, based on research results JRSR transfer of employees by transferring positions with the aim of increasing the capabilities and career development of employees, and Production Transfer, which occurred at JRSR means transferring employees with the same or different positions but in different places from other branches to JRSR or vice versa.

Employee performance post employee transfers JRSR is well and productive. Evidenced by the application of factors that affect employee performance such as the ability of employees could also increase the quantity, quality, timeliness, effectiveness and employee attendance JRSR went very well.

From the results of research that has been done, it could be suggested that employees of JRSR to improve employee performance, employees are expected to always prepare themselves to face mutations that could occur at any time. For JRSR is expected to maximize the mutation implementation with a maximum working period of 3 (three) years to avoid employee burnout in doing work and to increase employee morale.

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