



Effect of Mutations and Demotions on Employee Performance PT. Andhika Pratama Jaya Abadi

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ABSTRACT

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If employee performance increases, then the work in the company will be good. If the work is good, it can achieve the goals desired by the company. Mutations include activities to transfer workers, transfer responsibilities, transfer employment status, and the like. Demotion is a kind of punishment for employees whose work performance is considered low by company PT. Andhika Pratama Jaya Abadi. The research method used is a survey approach analysis method, the type of research is quantitative descriptive, and the research method is carried out by questionnaires, interviews, and documentation studies. The analytical method used is multiple linear regression. The population is employees of PT. Andhika Pratama Jaya Abadi. The sample in the research to be tested is 49 people. The data analysis technique used was the coefficient of determination (R²), multiple regression analysis, and hypothesis testing. The results of this study indicate that mutations and demotions simultaneously affect the performance of employees of PT. Andhika Pratama Jaya Abadi. The mutation variable does not affect employee performance while demotion affects employee performance. Mutations and demotions explain their effect on the performance of employees of PT. Andhika Pratama Jaya Abadi with a coefficient of determination of 0.562 which means that 56.2% of the performance variables can be explained by mutation and demotion variables and the remaining 43.8% is varied by other factors not examined such as job satisfaction, transfers, work discipline and so on.

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1. Introduction

The role of human resources is very important in a company, human resources are one of the factors that are directly involved in carrying out company activities and play an important role in increasing company productivity in achieving the goals that have been set. Human resources are very important because if the resources in a company are not good, then the company will find it difficult to achieve company goals. The number of human resources without being accompanied by good quality will be a burden on the organization. The impact of good quality on the company will greatly benefit the company because the company will easily achieve the desired goals. The company will earn more revenue than before and the company can also compete with big companies.

Employee performance is the work achieved by a person in carrying out the tasks assigned to him to achieve work targets (Mangkunegara: 2018). Employees can work well if they have high performance so that they can produce good work. If employee performance increases, then the work in the company will be good. If the work is good, it can achieve the goals desired by the company.

From the observation of the problems that occur in the company PT. Andhika Pratama Jaya Abadi is related to performance, namely: the quality and quantity of employee work are not maximized, the time for



each job is often late, the costs incurred sometimes exceed the estimated costs set by the company, supervision from superiors is not routinely carried out to subordinates and relationships between teams sometimes less harmonious, the phenomenon that occurs, often employees show less than optimal performance. This can be illustrated in the actions, namely: the average value of the employee's work decreased and according to the researchers' initial estimates this was due to mutations and demotions that occurred in the company.

The word mutation or transfer by some people is well known, both within and outside the company's environment. The mutation is the activity of moving workers from one place of work to another (Simamora, 2018). However, the mutation is not always the same as transfer. The implementation of employee transfers has many benefits and goals that greatly affect the ability and willingness of employees to work which results in an advantage for the company itself. This employee transfer is one of the methods in the management development program that serves to increase the overall effectiveness of managers in their work and positions by expanding their experience and familiarizing themselves with various aspects of the company's operations (Sahputri et al, 2018). Mutations can also reduce work enthusiasm because it is considered a punishment and worsen work productivity due to employee incompatibilities and incompetence. If such a situation occurs, the mutation does not achieve the expected goal, namely increasing effectiveness and efficiency in work.

In other cases the problems that occur in the company PT. Andhika Pratama Jaya Abadi related to mutations, namely: work mutations carried out by PT. Andhika Pratama Jaya Abadi during the current covid-19 pandemic did not make work effective and efficient, this happened because the mutations made by the company were not acceptable to employees, and the mutations carried out also did not pay attention to the competence and expertise of each employee's field, employees feel the mutation as a heavy burden so that it has an impact on decreasing performance. The implementation of mutation activities is misinterpreted by employees of PT Andhika Pratama Jaya Abadi, namely: it is considered a punishment (punishment) or based on good relations between superiors and subordinates so that it is less effective to overcome work saturation to improve employee performance.

Demotion means that a person, due to various considerations, experiences a decrease in rank or position and less income and responsibilities (Siagian 2017). Demotion occurs due to disciplinary problems, dishonesty, and not being able to do their job. Demotion is a kind of sanction/punishment for employees whose work performance is considered low by company management (Malikhah et al, 2021). Another situation that sometimes results in employee demotion is: when the organization's activities decline, either as a result of internal or external factors, but not so badly that the employee is forced to terminate his employment. In this case, the organization gives its employees a choice, namely: between demotion and all its consequences and termination of employment with the acquisition of certain rights such as.

The problems that occur in the company PT. Andhika Pratama Jaya Abadi is related to demotion, namely: employee dissatisfaction with compensation cuts (demotions) due to the outbreak of the covid-19 pandemic in Indonesia, this has an impact on employee performance which continues to decline. promotions or demotions, and vice versa some employees perform well and have quality but get demotions for demotion, demotions that require a transfer that requires employees to go out of town, decreased work productivity, and do not meet the specified work targets. The demotion process that occurs, creates a work atmosphere that used to be comfortable to change because of the anxiety felt by employees.

2. Method

This research was conducted on PT. Andhika Pratama Jaya Abadi having its address at Suzuya SM, Tj. Morawa A, Kec. Tj. Morawa, Deli Serdang Regency, North Sumatra 20362. This research was conducted from October 2021 to June 2022. The population of this study was: employees of PT. Andhika Pratama Jaya Abadi, totaling 49 (forty nine) people. The sample used in this study is saturated sampling. Saturated sampling is a sampling technique in which all members of the population are used as samples (Sugiyono, 2018). The samples of this research are: the total population, thus the number of samples is the same as the total population (saturated sample or census) as many as 49 people.

Data collection techniques used in this study were interviews, documentation, literature study, and the form (questionnaire). The questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer (Sugiyono, 2009).



This type of research is descriptive quantitative and the data sources used in this study are primary and secondary data. The data analysis method used is by using multiple linear regression. Multiple regression models are relatively numerous because there are many forms between variables that may be able to link the dependent variable with multiple independent variables (Silaen, 2019). The tool used in data analysis is the SPSS 26 program which uses Microsoft Excel to tabulate the data in this study to test hypotheses (Ghozali, 2018).

2.1 Hypothesis

According to Silaen (2019: 191), a hypothesis is a statement as an allegation of something, and in its formulation, it must be as selective as possible and contain the truth. The research hypotheses are structured as follows:

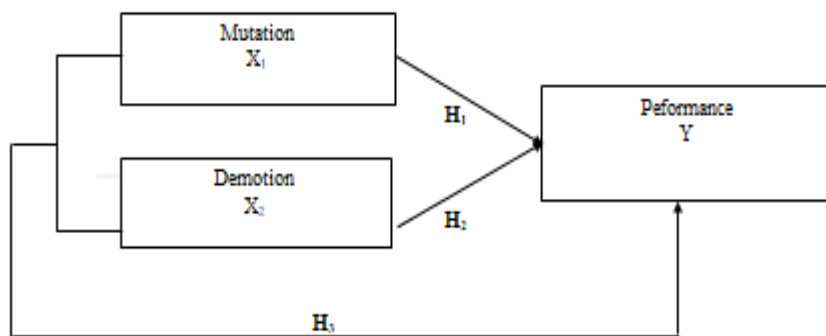


Fig 1. Thinking Framework

- H1: Mutations affect the performance of employees of PT. Andhika Pratama Jaya Abadi. The implementation of mutations can also mature insight, employees are able to overcome the problems they face so that if the employee accepts the mutation well, they employee can be more motivated to make work performance (Saputri and Suryalena, 2018).
- H2: Demotion has an effect on employee performance of PT. Andhika Pratama Jaya Abadi Demotion can influence and motivate employees to keep trying and improve their performance. Employees compete to be the best and get a better place or position. Demotion can also influence and motivate employees to keep trying and improve their performance (Malikhah and Ananda, 2021).
- H3: Mutations and Demotions affect the performance of employees of PT. Andhika Pratama Jaya Abadi A mutation will open up opportunities for competition to improve employee performance. Every member of the organization has the same opportunity to achieve a higher position/position/job, but it should be noted that competition to improve employee performance will arise if there is a guarantee that the transfer is actually carried out objectively (Tarigan, 2019).

3. Results and Analysis

3.1 Results

Respondents who became the sample in this study were as many as 49 respondents employees of PT. Andhika Pratama Jaya Abadi in this study only showed respondents based on gender which can be seen in Table 1.

Table 1
Characteristics of Respondents by Gender

Gender	Number of Respondents (persons)	Percentage (%)
Man	41	83.67
Woman	8	16.33
Amount	49	100

Source: Research Results, 2022 (Processed Data)

Table 1 above shows the population of PT. Andhika Pratama Jaya Abadi is dominantly male. The number of respondents who are male is as many as 41 respondents with a percentage value of 83.67% and the rest are female as many as 8 respondents with a percentage of 16.33%. if added up, it will be obtained the



number of respondents as many as 49 people with a percentage value of 100%.

a. Multiple Linear Regression Analysis

Table 2
Multiple Regression Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.420	6.414		.845	.402
	Mutation	.087	.085	.098	1.024	.311
	Demotion	.928	.118	.754	7,890	.000

Source: Research Results, 2022 (Data Processed)

From the table above, the multiple regression equation can be formulated as follows:

$$\text{Performance} = 5.420 + 0.087 \text{ mutation} + 0.928 \text{ demotion} + e$$

From the results of the regression equation above, it can be explained as follows:

- 1) The constant a = 5.420 means that if the independent variable (X₁) namely mutation and the independent variable (X₂), namely demotion has a value of 0 then the performance (Y) of employees of PT. Andhika Pratama Jaya Abadi is fixed at 5,420 units.
- 2) The mutation coefficient (b₁) = 0.087 and is positive. Mutation variable on performance with a regression coefficient of 0.087 units. This means that every time there is an increase in the mutation variable by 1 unit, the performance of the employees of PT. Andhika Pratama Jaya Abadi increased by 0.087 units.
- 3) The coefficient of demotion (b₂) = 0.928 and is positive. The demotion variable on performance with a regression coefficient of 0.928 units. This means that every time there is an increase in the demotion variable by 1 unit, the performance of the employees of PT. Andhika Pratama Jaya Abadi increased by 0.928 units.

b. Hypothesis Determination Coefficient (R²)

Testing the coefficient of determination (R²) aims to measure how far the model's ability to explain the variation of the dependent variable. In the SPSS output, the coefficient of determination is located in the Model Summary table and is written as Adjusted R Square.

Table 3
Results of the Coefficient of Determination

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761a	.580	.562	4.783	2,372

a. Predictors: (Constant), Demotion, Mutation

b. Dependent Variable: Performance

Source: Research Results, 2022 (Data Processed)

From the results of the SPSS program output, the Adjusted R Square value of 0.562 means that 56.2% of the performance variables can be explained by mutation and demotion variables, and the remaining 43.8% are varied by other factors not examined such as job satisfaction, motivation, work discipline and so on.

c. Partial Hypothesis Testing (t-Test)

The partial hypothesis test is used to see the effect of the independent variables, namely mutation and partial demotion on the variable performance of employees of PT. Andhika Pratama Jaya Abadi. The results of the t-test are:

Table 4.
t-test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.420	6.414		.845	.402
	Mutation	.087	.085	.098	1.024	.311
	Demotion	.928	.118	.754	7,890	.000

Source: Research Results, 2022 (Data Processed)

The value of t-table at the level of = 5%, which is obtained with degrees of freedom = df – k (df = number of samples and k = total number of variables) i.e. df = 49-3 = 46. used is t 5% or t0.05 = 2.01290

Based on table 4.23 above, it is obtained as follows:

- 1) Mutation Variable Partial Hypothesis Testing



From the table it can be seen that the value of $t\text{-count} < t\text{-table}$ ($1.024 < 2.01290$) or significant (Sig-t) of 0.311 is greater than $= 5\%$ (0.05). So the results of the study rejected H1 and accepted H01, meaning that the mutation had no effect on the performance of PT. Andhika Pratama Jaya Abadi.

2) Demotion Variable Partial Hypothesis Testing

From the table, it can be seen that the value of $t\text{-count} > t\text{-table}$ ($7.890 > 2.01290$) or significant (Sig-t) of 0.000 is smaller than $= 5\%$ (0.05). So the research results reject H02 and accept H2, meaning that demotion has an effect on the performance of PT. Andhika Pratama Jaya Abadi.

3.2 Discussion

a. Effect of Mutation on Performance

According to Hasibuan (2020:104), the scope of mutation includes all changes in employee positions/jobs/places, both horizontally and vertically (promotions or demotions) which are carried out for reasons of personal transfer or transfer within an organization. This mutation is the replacement of employees with new positions so that their abilities and work skills are getting better.

The results of the study are not in line with the theory of Saputri and Suryalena (2018: 7), the implementation of mutations can also mature insight, employees have been able to overcome the problems faced so that if the employee accepts the mutation well, the employee can be more motivated to make work performance (Performance).

b. Effect of Demotion on Performance

The results showed that the value of $t\text{-count} > t\text{-table}$ ($7.890 > 2.01290$) or significant (Sig-t) of 0.000 was smaller than $= 5\%$ (0.05). So the research results reject H02 and accept H2, meaning that demotion has an effect on the performance of PT. Andhika Pratama Jaya Abadi.

There are still facts in the field that there are employees whose performance is not good but get promotions or promotions, and conversely, there are employees who perform well and have quality but get a demotion. The demotion process that occurs, creates a work atmosphere that used to be comfortable to change because of the anxiety felt by employees.

c. Effect of Mutations and Demotions on Employee Performance

The results showed that the value of F-count (31.743) was greater than F-table (3.20) and Sig. (0.000) is smaller than $= 5\%$ (0.05). This indicates that the results of the study reject H03 and accept H3. Thus, mutations and demotions simultaneously affect the performance of employees of PT. Andhika Pratama Jaya Abadi.

The phenomenon that occurs, often employees show less than optimal performance. This can be illustrated in the actions, namely: the average value of the employee's work decreases and according to the researcher's estimation this is due to mutations and demotions that occur in the company. The results of the study are in accordance with the theory according to Tarigan (2019:41), A mutation will open up opportunities for competition to improve employee performance

4. Conclusion

By looking at the results of the research that has been discussed, we can draw the following conclusions:

- a. Mutations have no effect on the performance of employees of PT. Andhika Pratama Jaya Abadi
- b. Demotion affects the performance of employees of PT. Andhika Pratama Jaya Abadi
- c. Mutations and Demotions affect the performance of employees of PT. Andhika Pratama Jaya Abadi

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