
**The Influence of Mutations and Career Development on Employee Performance with
Variables of Work Spirit as a Mediation Variable in SMPN 193**

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Abstract

This research aims to: 1) Analyze the effect of mutation on employee performance, 2) Analyze the influence of Career Development on Employee Performance. 3) analyze the influence of Work Morale on Employee Performance 4) How does Mutasi and career development influence Performance with the mediating variable Work Morale of SMPN 193 teachers. This research was conducted on employee teachers at Pertana Negeri 193 Middle School, East Jakarta Administrative City. The sample in this study was 49 people. The sampling technique uses random analysis techniques with analysis methods using descriptive analysis methods and path analysis. The results of this research show that : 1) there is an influence of mutation on employee performance. 2) there is an influence of career development promotion on employee performance. 3) there is an influence of Work Morale on Employee Performance. 4) There is an influence of mutation and career development on performance with the mediating variable work enthusiasm

Keywords: Mutations ; Career development ; Employee performance ; work spirit

Introduction

The process of implementing learning in a school environment is greatly influenced by the human resources available to the school. The human resources available to schools are educators and teachers. These resources can be viewed in terms of quality and quantity, and of course, both aspects must be balanced in order for education to be implemented effectively.

In an article written by Diva Angelia, titled “Exploring Statistics on Teachers and Educational Staff in Indonesia,” published on the website <https://goodstats.id/article/mengulik-statistik-guru-dan-tenaga-kependidikan-di-indonesia-JEZXq>. It states that Rythia Afkar, a researcher at the World Bank, quoted by CNN Indonesia, revealed that the performance of teachers in Indonesia is still quite low. The low quality of teachers in Indonesia can be seen from their competence and teaching abilities. Moreover, the learning loss experienced by students due to the

Covid-19 pandemic in Indonesia has caused the effectiveness of teaching and learning activities to only reach 40 percent.

According to data from the Central Statistics Agency (BPS), the number of qualified teachers continues to increase every year. Qualified teachers, as defined by Minister of National Education Regulation No. 16 of 2007, are teachers who have met the academic qualification requirements equivalent to a Diploma IV (D4) or Bachelor's Degree (S1) or higher.

SMPN 193 is one of the state schools in East Jakarta that has been accredited with an A rating. SMPN 193 has a vision of “Excellence in achievement based on Imtaq and Iptek with an environmental perspective” in order to realize this vision.

With high morale, performance will improve because teachers and employees will work harder and more consistently, resulting in faster and better work. Data on teacher transfers at SMPN 193 Jakarta can be seen in the following table:

| No | Educational level | School year | | | |
|---------|-----------------------|-------------|-----------|-----------|-----------|
| | | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 |
| 1 | S2 (master of degree) | - | - | 1 | 2 |
| 2 | S1 (bachelor degree) | 3 | 4 | 2 | 4 |
| 3 | D3 | 5 | 7 | 1 | 5 |
| Ammount | | 8 | 11 | 4 | 11 |

Table 1Source SMPN 193

With high work motivation, performance will improve because teachers or employees will work more diligently and consistently, so that work can be expected to be completed faster and better. This statement is supported by research conducted by Research on the variables of work

motivation and performance was also conducted by (Syahropi, 2016), in the Journal JOM FISIP Vol. 3 No. 2 titled “The Influence of Work Ethic on Employee Performance at PT. Bangkinang in Pekanbaru (Case Study on Permanent Employees of PT. Bangkinang).” The results of the study indicate that work motivation significantly influences the performance of employees at PT. Bangkinang in Pekanbaru.

The novelty of this study compared to previous studies lies in the research location and object, namely SMPN 193 Jakarta teachers, to examine how career changes and development affect employee performance through work enthusiasm. The theory used in this study was taken from various journals and books obtained by the researcher from various sources. Additionally, the novelty of this study compared to previous research lies in the analytical method used, which is path analysis. This method is employed to analyze the patterns of relationships among variables. The model is designed to determine both the direct and indirect effects of a set of independent (exogenous) variables on the dependent (endogenous) variable. Furthermore, there is the productivity tree theory, which, according to Prof. DR. H. Bomer Pasaribu, SH., SE., MS (2021), states that at Kastrup Airport, Copenhagen, Denmark, “welcome to the world's happiest nation,” meaning welcome to the happiest country in the world, by looking at the trilogy of ecosystems, namely: Live Long Learning, Live Long Development, and Gross National Happiness. The explanation of the competency tree begins with the root of competency or tacit knowledge, which focuses on the fundamental values of trust, truth, and productivity. This is then followed by the addition of capabilities through the development of skills, knowledge, and attitudes, thereby enhancing productivity.

Literature Review

The scope of transfer includes all changes in employee positions/jobs/locations, both horizontally and vertically, carried out for reasons of personal transfer or production transfer within an organization. Transfer is the reassignment (replacement) of employees to new

positions/locations so that their abilities and work skills improve, including both horizontal and vertical transfers. Malayu S.P Hasibuan (2016:104) states, “The scope of transfer includes all changes in an employee's position/job/location, whether horizontal or vertical (promotion or demotion), carried out due to personal transfer or production transfer within an organization.” This transfer is the reassignment (replacement) of employees to new positions/locations to enhance their skills and work performance, encompassing both horizontal and vertical transfers.

Horizontal transfer (job rotation/transfer) refers to a change in an employee's workplace or position while remaining at the same rank within the organization. Horizontal transfer includes “workplace transfer” and “position transfer.” Workplace transfer (tour of area) is a change in workplace without a change in position/rank. The reasons for this are boredom or incompatibility with a particular workplace, whether due to health issues or poor social relationships.

Job rotation (tour of duty) is a change of position or reassignment to the original position. b. Vertical job rotation is a change in position/job/work, promotion or demotion, resulting in a change in duties and authority. Promotion increases authority and responsibility, while demotion reduces the authority and responsibility of an employee (Farhan & Pahlevi, 2024).

According to Nitisemito, 2014: 528, transfer is an activity carried out by company leaders to move employees from one job to another that is considered to be of equal rank or level. The benchmarks for implementing transfers are 1) Transfer frequency, which is the frequency of transfers within an organization; Reasons for transfer; Accuracy in implementing transfers that align with employees' work capabilities, educational level, length of service or tenure, existing responsibilities or workload, employee preferences or desires, applicable policies or regulations, and the compatibility between the previous position and the new position.

The career development indicators according to Gomes, 2017: 215 include 1) Career planning that aligns interests and skills with the job; 2) Career development opportunities within the organization; 3) Clarity of long-term and short-term career plans; 4) Career management

integrated with human resource planning; 5) Clear dissemination of career information; 6) Publication of job vacancies; 7) Education and training.

A teacher is not only responsible for teaching but also for educating their students. Teacher performance is a crucial element in education and a key determinant of the quality of education. During the COVID-19 pandemic, the implementation of distance learning has required teachers to be creative in delivering instruction. Teacher performance can be clearly assessed by examining student learning outcomes. Good teacher performance will result in good student learning outcomes (Rosyid, 2019). Therefore, teacher performance in the distance learning process needs to be monitored by the school to achieve educational goals and ensure students achieve good learning outcomes. Indonesia has different levels of education.

Good teacher performance that meets standards will make teachers effective teachers. Effective teachers are always able to reflect the characteristics of their subject area to their students while overcoming existing obstacles, so that they are challenged to explore and improve their performance in using various learning methods and media to improve the quality of learning (Lie, 2014:109).

Teachers are the most important part of the teaching and learning process, whether in formal, informal, or non-formal education. Therefore, in every effort to improve the quality of education in the country, teachers cannot be separated from various issues related to their existence (Farhan, The Role of Islamic Philanthropy Institutions in Realizing the 5th core on Pancasila : The role of LAZISMU in realizing the values of social justice, 2021). One of the competencies that teachers must master is planning, managing, and evaluating learning. To master this potential, teachers continuously train to improve their teaching skills through continuing education, regular training, or other skill development programs (Hamdayama, 2016, p. 1).

A person's work will not show results if it is not assessed. This means that efforts must be made to assess the results or work behavior of employees, so that it can be determined whether

employees or workers are performing their jobs properly and correctly as expected. Performance evaluation is a system that is carried out periodically to review and evaluate individual performance. Performance evaluation is a guideline that is expected to show the work performance of employees on a regular and routine basis. This provides benefits for the provision of compensation and career development for employees or workers (Kasmir, 2016, p. 185).

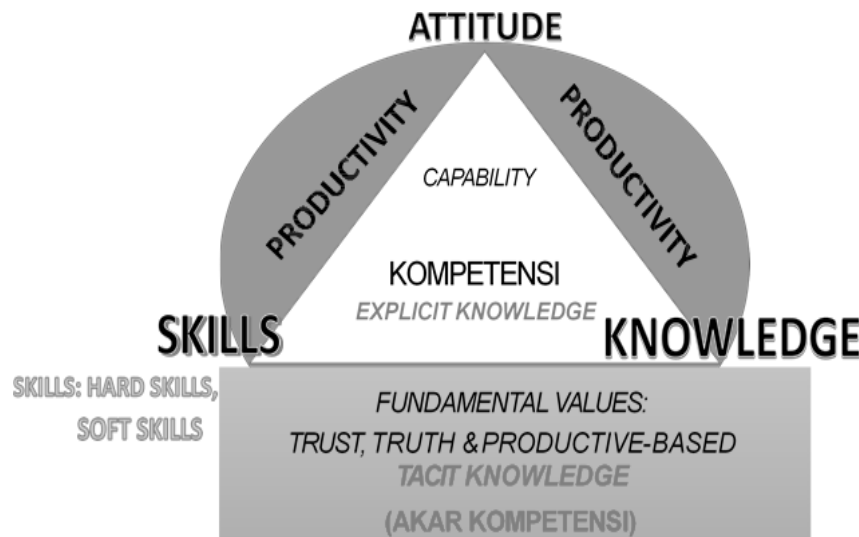
Employee performance has a significant impact on organizational growth. Therefore, to determine employee performance, it is necessary to conduct regular and systematic employee performance appraisals. Effective performance measurement yields objective results that employees can accept readily. Conversely, if performance evaluations are conducted subjectively, they may lead to employee demotivation and dissatisfaction (Sinabela, 2017, p. 519) Every educational institution has established rules that must be obeyed by teachers and other educational staff, even as civil servants. These rules have been standardized into civil service regulations. This is to ensure the smooth running of the teaching and learning process and to maintain a good image among the community who wish to utilize the services of the institution (Musarofah, in Lesy Gustina, 2016, p. 28).

Human resources based on competence will improve the abilities and build the character of the human resources concerned. The human resources concerned will have maximum work capacity, both in terms of knowledge, ability, and attitude that reflect their work productivity.

Productivity plays a crucial role in an organization or company, enabling it to achieve its work targets and ensuring the company continues to operate smoothly. All of this is essential for achieving the set objectives.

Competence relates to an individual's ability to perform a job or achieve productivity, specifically how effectively someone can produce satisfactory results in their work. If the people working in a company possess the appropriate competencies aligned with the demands of their roles (the right person in the right place), then human resources will have the maximum capacity for work productivity. This is because the success of an organization depends on the productivity

it possesses, whether individually or as a team within the organization. With maximum productivity, the company's objectives can be achieved as expected.



Method

The type of research used in this study is quantitative research. Quantitative research methods are a specific type of research that is systematic, planned, and clearly structured from the beginning to the creation of the research design. Quantitative research methods, as stated by Sugiyono (2011: 8), are: "Research methods based on positivist philosophy, used to study a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing pre-established hypotheses.

The data source used in this study is primary data, which is data obtained from the original or primary source. In this study, the data was obtained from the distribution of questionnaires to employees at the Jakarta Timur City Administration Secretariat.

The research instrument used in this study was a questionnaire. Sugiyono (2014, p.92) states that "A research instrument is a data collection tool used to measure observed natural and social

phenomena.” Thus, research instruments are used to seek comprehensive information about an issue or natural or social phenomenon.

According to Sugiyono (2016: 80), population refers to a generalization area consisting of objects or subjects with specific qualities and characteristics that have been determined by researchers to be the focus of study, with the aim of drawing conclusions. Ridwan's perspective in Buchari Alma (2015: 10) states that population includes all characteristics or units of measurement that are the objects of research. By summarizing these two perspectives, it can be concluded that a population is an entity of objects or subjects located within a certain area and meeting specific criteria related to the research problem. In the context of this study, the identified population is the teachers of SMPN 193 Jakarta, numbering 49 individuals.

Sampling in this study used the saturated sampling method, which refers to a technique in which all members of the population are included in the sample. According to Sugiyono (2022), saturated sampling is a technique in which all members of the population are used as samples. Therefore, in this study, the sample involved 49 teachers as representatives of the entire population.

Results and Discussion

The mutation data obtained from the questionnaire answered by 49 respondents had an average value of 56.92 with a standard deviation of 4.685; median 59.00, mode 60, maximum value 65, and minimum value 44. There were 10 questions in this instrument with a maximum score of 7 for each question.

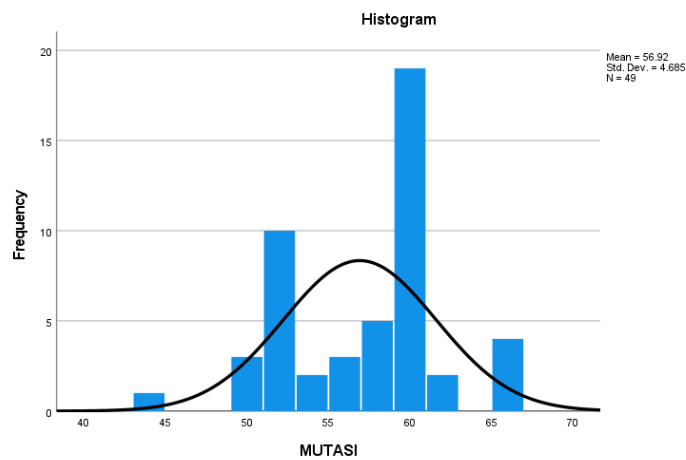
From the calculation results, it can be said that the transfer of employees at SMP Negeri 193 in East Jakarta had a fairly positive impact. This is indicated by the average score of 56.92, which is close to the median score of 59.00. This shows that the score data in this study is fairly representative.

Statistics

MUTASI

| | | |
|----------------|---------|-------|
| N | Valid | 49 |
| | Missing | 0 |
| Mean | | 56.92 |
| Median | | 59.00 |
| Mode | | 60 |
| Std. Deviation | | 4.685 |
| Range | | 21 |
| Minimum | | 44 |
| Maximum | | 65 |

To clarify the above data, it is illustrated in the following histogram :



From the histogram and frequency polygon above, it can be concluded that the mutation at SMP Negeri 193 in East Jakarta has a normal distribution.

Career Development data was obtained from questionnaires answered by 49 respondents, resulting in a lowest score of 40, a highest score of 66, an average score of 56.47, a median of 58.00, a mode of 60, and a standard deviation of 5.181. There were 10 Career Development instrument items, with a maximum score of 7 for each item.

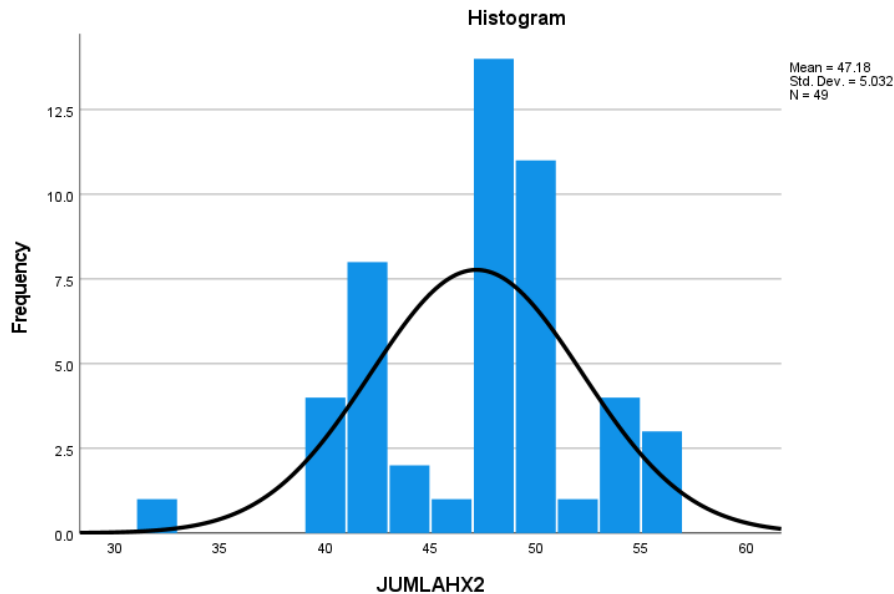
Statistics

Carrier Development

| | | |
|----------------|---------|-------|
| N | Valid | 49 |
| | Missing | 0 |
| Mean | | 56.47 |
| Median | | 58.00 |
| Mode | | 60 |
| Std. Deviation | | 5.181 |
| Range | | 26 |
| Minimum | | 40 |
| Maximum | | 66 |

From the above calculations, it can be said that career development at SMP Negeri 193 in East Jakarta is quite good. This is indicated by an average score of 56.47, which is the same as the median of 58.00.

The description of the data can be seen in the appendix, while the histogram of the data is shown in Figure 4.2 below.



From the distribution table, histogram, and frequency polygon, it can be concluded that the self-efficacy scale score data in this study has a normal distribution.

The Work Ethic Data sample of 49 research employees is described as follows. The lowest score obtained was 40, the highest score was 68, the average score was 55.53, the median was 58.00, the mode was 60, and the standard deviation was 5.497.

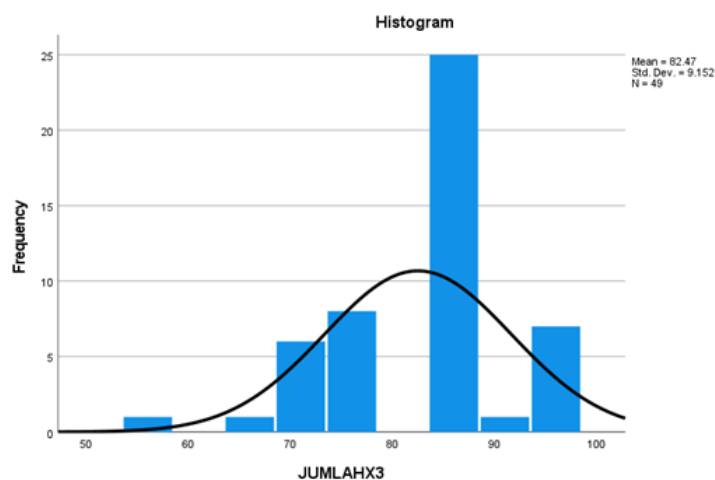
The Work Ethic Data sample of 49 research employees is described as follows. The lowest score obtained was 40, the highest score was 68, the average score was 55.53, the median was 58.00, the mode was 60, and the standard deviation was 5.497.

Statistics

Work ethic

| | | |
|----------------|---------|-------|
| N | Valid | 49 |
| | Missing | 0 |
| Mean | | 55.53 |
| Median | | 58.00 |
| Mode | | 60 |
| Std. Deviation | | 5.497 |
| Range | | 28 |
| Minimum | | 40 |
| Maximum | | 68 |

Based on the above calculations, it can be said that the work ethic at SMP Negeri 193 in East Jakarta is fairly good. This is indicated by an average score of 55.53, which is close to the median score of 58.00, with a standard deviation of 5497. The Work Ethic instrument consists of 10 questions, each with a maximum score of 10. To clarify the data above, it is illustrated in the following histogram:



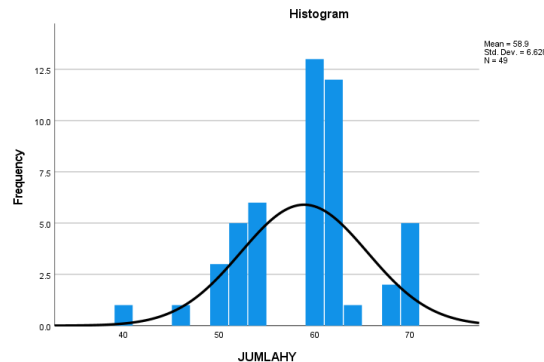
From the histogram and frequency polygon above, it can be concluded that the work ethic at SMP Negeri 193 in East Jakarta has a normal distribution.

Employee performance data obtained from the distribution of the 49 employee census sample is described as follows. The lowest score obtained was 54, the highest score was 70, the average score was 62.27; the median was 61.00; the mode was 60, and the standard deviation was 3.564. The number of items in the Work Motivation instrument was 10 questions, with a maximum score of 7 for each item.

Statistics

Employee performance

| | | |
|----------------|---------|-------|
| N | Valid | 49 |
| | Missing | 0 |
| Mean | | 62.27 |
| Median | | 61.00 |
| Mode | | 60 |
| Std. Deviation | | 3.564 |
| Range | | 16 |
| Minimum | | 54 |
| Maximum | | 70 |



From the histogram and frequency polygon above, it can be concluded that employee performance at SMP Negeri 193 in East Jakarta has a normal distribution.

Based on the results of data analysis, a correlation coefficient of 0.628 and a coefficient of determination of 39.4% were obtained. This indicates a fairly strong relationship between the independent variables (Mutation, Career Development, Work Enthusiasm) collectively with the dependent variable (Employee Performance). After testing with SPSS, the correlation coefficient was proven to be significant.

Regression analysis yielded the equation $\hat{Y} = 39.471 + 0.333 X_1 + 0.580 X_2 + 0.521 X_3$. The constant of 39.471 indicates that the factors of Transfer and Career Development have an influence on Employee Performance. The regression coefficients for each variable ($X_1 = 0.333$, $X_2 = 0.580$, $X_3 = 0.521$) indicate a positive influence on Employee Performance. This means that every one-unit increase in X_1 (Transfer) will increase Employee Performance by 0.333, in X_2 (Career Development) by 0.580, and in X_3 (Work Motivation) by 0.521.

The results of the regression significance test show a Sig. value of 0.000 and an Fcount of 9.745, which is less than 0.05 and greater than Ftable, so this regression is significant. In this

context, transfer refers to the movement of employees from one position or work environment to another position or work environment. Transfer is not limited to physical movement, but also includes changes in job title, work location, or authority, which can be done horizontally or vertically (e.g., through promotion or demotion). Employee transfer is another term often used to describe transfer within an institution or company.

Based on the results of hypothesis testing, a significance value (Sig.) of 0.000 was obtained, which is smaller than 0.05, and a t-value of 4.329, which is greater than the t-table value. Therefore, H_0 is rejected, indicating a significant effect of the independent variable X_2 (Career Development) on the dependent variable Y (Employee Performance).

Career Development refers to personal growth undertaken by individuals to achieve career goals, as well as efforts made by the human resources department to facilitate the achievement of work plans in line with the organizational structure. From the employees' perspective, job titles or careers are highly important as they are directly linked to salary, responsibilities, and broader knowledge. Higher job promotions typically bring such benefits, which in turn can enhance work motivation. If an employee feels that their desired career goals cannot be achieved within the organization, this can lead to a decline in their work enthusiasm and motivation. In fact, they may choose to leave the organization.

From the hypothesis testing results, the Sig. value was 0.000 and the t-value was 3.883. Since the Sig. value was < 0.05 and the t-value was $> t\text{-table}$, H_0 was rejected, indicating a significant effect of variable X_3 (Work Ethic) on Y (Employee Performance). This shows that work ethic affects employee performance.

If employee performance is rewarded, it is likely to encourage them to increase their efforts and produce better performance. Conversely, if there is no reward, this can reduce employee motivation and effort to achieve. Performance itself is a reflection of the level of achievement in the implementation of activities or policies related to the organization's goals, objectives, vision,

and mission. In general, performance also includes actions or activities carried out by an organization within a certain period of time with reference to various standards, such as management efficiency and accountability.

Performance consists of three important components: objectives, measures, and assessments. Setting objectives for each organizational unit is part of the strategy to improve performance. These objectives will provide direction and influence the expected work behavior of each member of the organization.

From the hypothesis testing conducted, there is a significant influence between Mutation, Career Development, and Work Motivation together on Employee Performance. This is evidenced by the Sig. value of $0.000 < 0.05$ and $F = 9.745$, as well as the R value of 0.394.

The multiple regression equation can be expressed as $\hat{Y} = 39.471 + 0.333 X_1 + 0.580 X_2 + 0.521 X_3$. This means that an increase of one score in the variables of Transfer, Career Development, and Work Motivation contributes 0.333 by X_1 , 0.580 by X_2 , and 0.521 by X_3 to the Employee Performance variable. Table 4.9 also shows that together, the variables of Transfer, Career Development, and Work Motivation contribute 39.4% to the Employee Performance variable.

Conclusion

Based on the results of research on the influence of career changes and development on employee performance with work motivation as a mediating variable at SMP Negeri 193, the following conclusions can be drawn: Supportive coworkers who work together to complete tasks are the most influential factor on job satisfaction. This, in turn, improves employee and overall organizational performance. With a well-structured and organized career system, career development can enhance employee motivation and performance. High work motivation can have a significant impact on improving employee performance. Work motivation acts as a mediating variable that can strengthen this influence, so effective management of transfers and career

development will enhance employee performance more effectively. Overall, this study confirms that transfers, career development, and work motivation play a crucial role in improving employee performance at SMP Negeri 193.

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