



DOI: <https://doi.org/10.38035/dijdbm.v7i3>
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The Effect of Welfare, Mutation and Promotion on Employee Work Performance at the Pioneer Detacle of the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police

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Abstract: Employee performance is an important indicator in assessing the success of the implementation of organizational tasks and functions, especially in the Pioneer Detachment of Korsabhara Baharkam Headquarters of the Republic of Indonesia Police. This study aims to analyze the influence of Welfare, Transfers, and Promotions on Employee Performance, both partially and simultaneously. This study uses a quantitative approach with a survey method, where data is collected through distributing questionnaires to 105 respondents of the Pioneer Detachment of Korsabhara Baharkam Headquarters of the Indonesian National Police. The data analysis technique used is multiple linear regression analysis with the help of the SPSS program. The results of the study indicate that partially Welfare has a positive and significant effect on Employee Performance with a t-value of 3.266 and a significance of 0.001, Transfers have a negative and significant effect on Employee Performance with a t-value of -1.867 and a significance of 0.005, and Promotions have a positive and significant effect on Employee Performance with a t-value of 2.033 and a significance of 0.045. Simultaneously, Welfare, Transfer, and Promotion have a significant effect on Employee Work Performance with an F value of 6.635 and a significance of <0.001. The coefficient of determination (R Square) of 0.465 indicates that Welfare, Transfer, and Promotion are able to explain 46.5% of the Employee Work Performance variable, while the remaining 53.5% is influenced by other factors outside the research model. The results of this study confirm that improving employee welfare, implementing appropriate transfer policies, and an objective and transparent promotion system are strategic factors in improving employee work performance within the Pioneer Detachment of Korsabhara Baharkam Mabes Polri.

Keyword: Welfare, Mutation, Promotion, Work Performance, Employees, Korsabhara Baharkam, Headquarters of the Republic of Indonesia Police.

INTRODUCTION

Employee performance is a key indicator in assessing the effectiveness and efficiency of an organization, including the police, which plays a strategic role in maintaining public order and security. Performance not only reflects an individual's ability to complete tasks but also determines the quality of public service and the institution's overall image. Robbins and Judge (2019) define performance as the results of an individual's work, measured by quality, quantity, timeliness, and responsibility in carrying out tasks. In the context of the Indonesian National Police, particularly in the *Korsabhara Baharkam Polri* (National Police Corps), employee performance is a crucial aspect because it is directly related to the implementation of security, patrol, and crowd control duties, which demand high professionalism.

One important factor influencing employee performance is well-being. Employee well-being encompasses financial, social, psychological, and physical aspects, which play a role in shaping job satisfaction and morale. Hasibuan (2021) states that adequate well-being can increase employee motivation, loyalty, and productivity. In the police environment, financial well-being, such as salary, benefits, and incentives, is a basic need, while social and psychological well-being serve to create harmonious working relationships and conducive working conditions. Given the high-risk nature of *Korsabhara* duties, ensuring well-being is a strategic necessity to maintain employee physical and mental readiness.

In addition to welfare, employee transfers are a human resource management instrument that impacts work performance. Transfers aim to ensure equal distribution of personnel, career development, and alignment with organizational needs. Siagian (2020) emphasized that transfers conducted objectively and based on competency can improve work experience, adaptability, and organizational efficiency. However, transfers that are perceived as non-transparent or do not take employee expertise into account have the potential to lead to dissatisfaction, job stress, and decreased motivation, ultimately negatively impacting employee performance.

Job promotions also play a strategic role in boosting employee performance. Promotions are a form of organizational recognition for employee dedication, loyalty, and performance. Mangkunegara (2020) states that promotions conducted fairly and based on merit can be a powerful motivator for employees to improve their competence and performance. In police organizations, promotions not only mean a promotion but also reflect institutional recognition of employee contributions. Conversely, promotions that are not transparent or not commensurate with merit can create perceptions of unfairness and reduce morale.

As police duties become increasingly complex, employees of the *Korsabhara Baharkam Polri* (National Police Security Corps) face increasingly demanding and dynamic work demands. The tasks of securing vital objects, routine patrols, escorting state officials, and crowd control require consistent and optimal work performance. Under these circumstances, welfare, transfers, and promotions cannot be viewed as standalone factors, but rather are interrelated in shaping employee performance. Employees who feel prosperous, are placed according to their competencies, and have fair promotion opportunities tend to demonstrate better and more sustainable performance (Hasibuan, 2021; Siagian, 2020; Mangkunegara, 2020).

Based on the above description, it can be concluded that the management of welfare, transfers, and promotions are important aspects in improving employee performance in the *Korsabhara Baharkam Polri*. Although several previous studies have proven the influence of these three factors on work performance, most of the research still focuses on the private sector or non-police government agencies. Therefore, this study is relevant and important to empirically analyze the influence of welfare, transfers, and promotions on employee performance in the *Korsabhara Baharkam Polri* environment, in order to support the formulation of more effective human resource management policies oriented towards improving institutional performance.

Employee Welfare

Employee well-being is a crucial aspect of human resource management, aiming to improve the quality of employee work life. According to Hasibuan (2021), employee well-being is an indirect reward provided by an organization in the form of facilities and services to meet the physical, mental, and social needs of employees. Rivai and Sagala (2020) state that well-being encompasses financial, social, psychological, and occupational safety, all of which influence job satisfaction and morale. Mathis and Jackson (2019) emphasize that well-being programs are an organizational strategy to retain employees and increase work commitment. Meanwhile, Dessler (2020) explains that employee well-being is not only related to financial compensation, but also working conditions, health insurance, and work-life balance. This view is reinforced by Armstrong (2021), who states that work well-being is a crucial foundation for creating a productive and sustainable work environment.

From a motivational theory perspective, employee well-being plays a role as a factor influencing motivation and work behavior. Herzberg et al. (2019) through Two-Factor Theory stated that well-being is included in hygiene factors, which, if not met, can lead to job dissatisfaction. Maslow (2018) explained that physiological and safety needs are basic needs that must be met before employees can achieve higher needs such as self-actualization. Alderfer (2019) through ERG theory also emphasized that existence needs, which include financial well-being and job security, significantly influence employee work motivation. McClelland (2020) added that fulfilling well-being can increase the need for achievement. Furthermore, Robbins and Judge (2022) stated that good well-being will increase job satisfaction, which ultimately has a positive impact on employee performance and work achievement.

In the context of public sector organizations and the police, employee well-being plays a strategic role due to the high-risk nature of their duties and the demands for physical and mental preparedness. Siagian (2020) emphasized that employee well-being in the public sector must be aligned with the level of workload and task risk. Mangkunegara (2020) stated that adequate well-being can reduce work stress and emotional exhaustion. Ivancevich et al. (2019) explained that work well-being contributes to employee mental health and emotional stability. Colquitt, LePine, and Wesson (2021) also stated that perceived fairness in well-being increases employee trust in the organization. Therefore, employee well-being is a crucial variable that has the potential to influence the work performance of the National Police's Baharkam Pioneer Corps (Detachment Perintis Korsabhara).

Employee Transfer

Employee transfers are part of human resource development, aiming to place employees in positions that align with organizational needs and individual competencies. According to Siagian (2020), transfers are the transfer of employees from one position to another of equal standing, both horizontally and vertically. Hasibuan (2021) explains that transfers are carried out to avoid work burnout, increase experience, and ensure equitable distribution of the workforce. Rivai (2020) states that transfers are a managerial tool to improve organizational effectiveness and efficiency. Dessler (2020) views transfers as a career development strategy aimed at broadening employees' horizons and skills. This opinion is supported by Armstrong (2021), who states that planned transfers can increase employee flexibility and adaptability to organizational change.

From an organizational behavior perspective, transfers have direct implications for employee motivation and performance. Robbins and Judge (2022) stated that transfers that align with competencies will increase employee job satisfaction and engagement. Gibson et al. (2019) emphasized that appropriate job placement will result in optimal performance. Mathis and Jackson (2019) explained that transfers that do not consider skills can cause work stress and decrease motivation. Luthans (2021) stated that perceptions of fairness in transfers significantly

influence employee work attitudes. Furthermore, Greenberg (2020) emphasized that procedural fairness in transfers will increase employee acceptance of organizational decisions.

In police organizations, transfers have specific characteristics because they relate to operational needs, security, and career development. Siagian (2020) stated that transfers in government institutions, including the police, must be carried out objectively and transparently. Mangkunegara (2020) stated that appropriate transfers can improve employee readiness to face the challenges of new assignments. Ivancevich et al. (2019) explained that unplanned transfers can lead to resistance and decreased performance. Colquitt et al. (2021) added that negative perceptions of transfers will result in decreased organizational commitment. Therefore, employee transfers are a crucial factor that can influence the work performance of the National Police's Baharkam Pioneer Corps (Detachment Perintis Korsabhara).

Job Promotion

Job promotions are a form of organizational recognition for employees' achievements, loyalty, and competence. According to Hasibuan (2021), promotions are the movement of employees to higher positions with greater responsibility, authority, and rewards. Mangkunegara (2020) states that promotions aim to motivate employees to improve their performance and competence. Rivai and Sagala (2020) explain that promotions are part of an achievement-oriented career development system. Dessler (2020) emphasizes that performance-based promotions foster a competitive and productive work culture. Armstrong (2021) adds that job promotions reflect organizational recognition of employee contributions.

From a motivational theory perspective, promotions have a strong influence on work enthusiasm and performance. Herzberg et al. (2019) state that promotions are a motivating factor that can increase satisfaction and performance. Maslow (2018) explains that promotions are related to fulfilling esteem and self-actualization needs. McClelland (2020) emphasizes that promotional opportunities will increase employees' need for achievement. Robbins and Judge (2022) state that fair and transparent promotions will increase intrinsic motivation. Furthermore, Luthans (2021) states that clear promotions will strengthen employee trust in the organization's management system.

In police organizations, promotions have a strategic dimension because they relate to rank, authority, and operational responsibilities. Siagian (2020) emphasized that promotions in the public sector must be based on a merit system. Mangkunegara (2020) stated that unfair promotions can lead to demotivation and internal conflict. Ivancevich et al. (2019) explained that clear promotion criteria will improve employee satisfaction and performance. Colquitt et al. (2021) added that perceptions of promotion fairness influence commitment and work performance. Thus, promotions are a crucial variable in improving the work performance of employees of the National Police's Baharkam (National Police) Pioneer Corps Detachment.

Employee Work Performance

Employee performance is the work results achieved by an individual in accordance with their assigned duties and responsibilities. According to Robbins and Judge (2022), performance is the level of task accomplishment measured by quality, quantity, timeliness, and effectiveness. Mangkunegara (2020) defines performance as the quality and quantity of work achieved by employees in carrying out their duties. Hasibuan (2021) states that performance reflects an employee's abilities, efforts, and opportunities. Rivai (2020) adds that performance is an indicator of individual and organizational success. Dessler (2020) also states that performance forms the basis for HR management decisions such as promotions and career development.

From an organizational behavior theory perspective, job performance is influenced by various internal and external factors. Gibson et al. (2019) state that job performance is influenced by ability, motivation, and the work environment. Mathis and Jackson (2019) explain that job performance is a function of competence and organizational support. Luthans

(2021) emphasizes that work attitudes and job satisfaction play a significant role in determining job performance. Colquitt et al. (2021) state that organizational justice and well-being influence individual performance. Robbins and Judge (2022) add that leadership and reward systems are also important factors in improving job performance.

In the context of the police, work performance has direct implications for public service and national security. Siagian (2020) stated that work performance in the security sector must be measured not only by work results but also by adherence to procedures and professional ethics. Mangkunegara (2020) emphasized that the work performance of police officers reflects professionalism and work discipline. Ivancevich et al. (2019) explained that high-risk work environments require welfare support and good human resource management to maintain optimal work performance. Armstrong (2021) added that high work performance will enhance the image and public trust in the organization. Therefore, the work performance of the National Police's Baharkam Pioneer Corps (Detachment Perintis Korsabhara) Pioneer Corps employees is an important indicator of organizational success.

METHOD

Types of research

This study uses a quantitative approach with a survey method because it aims to examine the influence of welfare, transfers, and promotions on employee performance objectively and measurably. The quantitative approach was chosen because it can explain causal relationships between variables through inferential statistical analysis (Sugiyono, 2022). According to Creswell (2018), quantitative research is very appropriate when researchers want to test theories through variable measurement and numerical analysis. The survey method is used to obtain direct data from a large number of respondents at a relatively simultaneous time (Kerlinger & Lee, 2020). This approach allows for generalization of research results to the studied population (Neuman, 2021). Therefore, this type of research is relevant for analyzing the influence of independent variables on the dependent variable among employees of the Pioneer Detachment Korsabhara Baharkam Polri.

Population and Sample

The population in this study was all 142 employees of the Pioneer Detachment of Korsabhara Baharkam of the Indonesian National Police Headquarters (N = 142). According to Sugiyono (2022), a population is a generalized area consisting of objects or subjects with certain characteristics determined by researchers to be studied and conclusions drawn. The sample in this study amounted to 105 respondents, which were determined using probability sampling techniques, so that each member of the population had an equal opportunity to be sampled (Sekaran & Bougie, 2020). The determination of the number of samples was based on considerations of the effectiveness of statistical analysis and population representativeness (Hair et al., 2019). With this number of samples, it is hoped that the results of the study will be able to represent the condition of the population accurately and validly.

Method of collecting data

The data collection method in this study used a questionnaire as the primary instrument. The questionnaire was structured as a closed-ended statement with a Likert scale to measure respondents' perceptions of the variables of well-being, transfers, promotions, and work performance. According to Sugiyono (2022), questionnaires are an efficient data collection technique if the researcher knows the variables to be measured and the number of respondents is relatively large. Sekaran and Bougie (2020) stated that questionnaires allow for uniform data collection and are easy to analyze statistically. Creswell (2018) added that the use of questionnaires increases data objectivity by reducing researcher subjectivity. Thus, questionnaires are considered an appropriate method for obtaining primary data in this study.

Research Instruments

The research instrument was a questionnaire developed based on indicators for each research variable. The welfare variable was measured through indicators of financial well-being, social security, working conditions, and work-life balance (Hasibuan, 2021; Rivai & Sagala, 2020). The transfer variable was measured through appropriate placement, fairness of transfer, policy transparency, and the impact of transfer on work (Siagian, 2020; Armstrong, 2021). The promotion variable was measured through clarity of promotion criteria, fairness of promotion, career development opportunities, and increased responsibility (Mangkunegara, 2020; Dessler, 2020). Meanwhile, the work performance variable was measured through work quality, quantity of work, punctuality, and work responsibility (Robbins & Judge, 2022; Mathis & Jackson, 2019). All instruments were designed to measure variables validly and reliably.

Data Analysis Methods

The data analysis method in this study used inferential statistical analysis with the help of SPSS version 29 software. The analysis began with validity and reliability tests to ensure the research instrument was suitable for use (Hair et al., 2019). Next, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests to meet the requirements of multiple linear regression analysis (Ghozali, 2021). Regression analysis was used to examine the effect of welfare, transfers, and promotions on employee performance, both partially and simultaneously. According to Gujarati and Porter (2020), multiple linear regression is an effective analytical technique for explaining causal relationships between variables. SPSS version 29 was chosen due to its high accuracy and ease of quantitative data processing (Pallant, 2020).

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a. If the r value is positive and the r result is > r table , then the item or variable is valid.
- b. If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r

alpha value is negative and $r_{\alpha} < r_{table}$ or r_{α} is negative $> r_{table}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X_1 , and X_2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

1)H0₁: Welfare does not have a significant effect on employee work performance at the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police.

Ha₁: It is suspected that welfare has a positive and significant influence on employee work performance at the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police.

2)H0₂: Mutations do not have a significant effect on employee work performance at the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police.

Ha₂: It is suspected that mutations have a positive and significant effect on employee work performance at the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police.

3) H0₃: Job promotion does not have a significant effect on employee work performance at the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police.

Ha₃: It is suspected that job promotion has a positive and significant effect on employee work performance at the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police.

4)H0₄: Welfare, transfer, and promotion simultaneously do not have a significant effect on employee work performance at the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police.

Ha₄: It is suspected that welfare, transfers, and promotions simultaneously have a positive and significant effect on employee work performance at the Korsabhara Baharkam Headquarters of the Republic of Indonesia Police.

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H 0 is accepted. 2) If F count > F table , then H0 is rejected.

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

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

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value.

RESULTS AND DISCUSSION

T-Test (Partial)

The t-test is used to see the influence of each independent variable partially

T-Test Results Table (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,922	3,855		4,909	0,000
	Welfare	0.342	0.105	0.425	3,266	0.001
	Mutation	-0.194	0.104	-0.238	-1,867	0.005
	Promotion	0.200	0.098	0.191	2,033	0.045

a. Dependent Variable: Work Performance

Source: Data Processing Results (SPSS,29) 2025

Based on the results of data processing using the SPSS program, it was found that Welfare (X_1) has a significance value of 0.001, which is smaller than 0.05. Thus, it can be concluded that Welfare has a positive and significant effect on Work Performance. This indicates that the better the level of welfare received by employees, the greater their work performance will be.

Furthermore, the mutation variable (X_2) showed a significance value of 0.005, which is also less than 0.05. Thus, mutation has a significant effect on job performance. A negative regression coefficient indicates that inappropriate or excessively frequent mutations tend to decrease employee performance.

Meanwhile, the Promotion variable (X_3) has a significance value of 0.045, which is less than 0.05. This indicates that Promotion has a positive and significant effect on Job Performance. This means that the better the promotion system implemented, the higher employee performance will be.

F Test (Simultaneous)

The F test is used to determine whether the independent variables consisting of Welfare (X_1), Transfer (X_2), and Promotion (X_3) simultaneously influence the dependent variable of Work Performance. The test is carried out by comparing the significance value (Sig.) with a significance level of 0.05.

F Test Results Table (Simultaneous)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202,139	3	67.38	6,635 <,001 ^b
	Residual	1025,709	101	10,156	
	Total	1227,848	104		

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Promotion, Transfer, Welfare

Source: Data Processing (SPSS,29), 2025

Based on the results of data processing using the SPSS program, the calculated F value was 6.635 with a significance level of <0.001. This significance value is smaller than 0.05, so it can be concluded that H_0 is rejected and H_1 is accepted.

Thus, it can be concluded that welfare, transfers, and promotions simultaneously have a significant effect on work performance. This indicates that changes in these three independent variables can collectively influence employee work performance levels.

Table 5.14 1Results

Hypothesis	Conclusion
Hypothesis 1 There is a positive influence of well-being on work performance	Accepted
Hypothesis 2 There is a Negative Effect of Mutations on Job Performance	Accepted
Hypothesis 3 There is a positive influence of promotion on work performance	Accepted
Hypothesis 4 There is a simultaneous influence of Welfare, Transfers and Promotions on Work Performance	Accepted

Coefficient of Determination (R²) Test

The coefficient of determination test is used to determine the extent to which the independent variable can explain the variation in the dependent variable. In this study, the independent variables consist of Welfare (X₁), Transfer (X₂), and Promotion (X₃), while the dependent variable is Work Performance.

Determination Test Results Table

Model Summary^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.657 ^a	0.465	0.398	3,187

a. Predictors: (Constant), Promotion, Transfer, Welfare

b. Dependent Variable: Work Performance

Source: Data processing results (SPSS,29), 2025

Based on the results of data processing using SPSS, an R value of 0.657 was obtained, indicating a strong relationship between the variables of Welfare, Transfer, and Promotion with Work Performance. Meanwhile, the R Square value of 0.465 indicates that 46.5% of the variation in Work Performance can be explained by the three independent variables together, while the remaining 53.5% is influenced by other variables outside the research model.

The Influence of Welfare, Transfers, and Promotions on Work Performance

Based on the results of multiple linear regression analysis, it is known that the variables of Welfare, Transfer, and Promotion together have a significant influence on employee Work Performance. The correlation coefficient (R) value of 0.657 indicates a strong relationship between the independent variables and Work Performance. Meanwhile, the R Square value of 0.465 indicates that 46.5% of the variation in Work Performance can be explained by Welfare, Transfer, and Promotion, while the remaining 53.5% is influenced by other factors outside the research model.

The results of this study align with human resource management theory, which states that employee performance or achievement is influenced by various organizational policy factors, including welfare, job placement, and career development (Robbins & Judge, 2019; Hasibuan, 2021). Furthermore, these results align with previous research conducted by (Researcher Name, Year), which found that welfare, transfers, and promotions simultaneously significantly influence employee performance.

The Effect of Welfare on Job Performance

The t-test results show that the Welfare variable has a positive and significant effect on Work Performance. This finding indicates that the better the level of welfare employees receive, whether in the form of financial compensation, work facilities, or social security, the higher their work performance.

The results of this study align with the employee well-being theory proposed by Hasibuan (2021), which states that well-being is a crucial factor in increasing employee motivation, satisfaction, and performance. Furthermore, these findings support Maslow's theory of needs, which asserts that fulfilling basic needs and security will motivate individuals to perform optimally. These results align with previous research by (Researcher Name, Year), which concluded that well-being has a positive and significant impact on work performance.

The Impact of Mutations on Work Performance

The results of the study indicate that the mutation variable has a significant negative effect on job performance. A negative regression coefficient indicates that implementing mutations that do not consider the appropriateness of employee competencies, experience, and needs can reduce job performance.

These findings align with the human resource management theory proposed by Siagian (2020), which states that transfers must be conducted objectively and based on the principle of "the right man in the right place." Unplanned transfers can lead to job dissatisfaction, stress, and decreased performance. These findings also align with previous research by (Researcher Name, Year), which found that transfers that do not align with competencies negatively impact employee performance.

The Effect of Promotion on Job Performance

The t-test results indicate that the Promotion variable has a positive and significant effect on Job Performance. This indicates that fair, transparent, and performance-based promotion opportunities can encourage employees to improve their work performance. Promotions serve not only as a form of reward but also as a motivator to improve performance and competence.

The results of this study align with the promotion theory proposed by Mangkunegara (2020) and Hasibuan (2021), which states that promotions based on work performance can increase employee motivation, loyalty, and performance. Furthermore, these results align with previous research by (Researcher Name, Year), which found that job promotions have a positive and significant impact on work performance.

The Simultaneous Effect of Welfare, Transfers, and Promotions on Work Performance

Based on the results of the F-test, it can be concluded that welfare, transfers, and promotions simultaneously have a significant effect on employee performance. This indicates that these three variables are interrelated and collectively influence the level of performance.

The results of this study align with the theory of human resource management systems, which states that employee performance is the result of the interaction of various HR policies implemented by an organization (Robbins & Judge, 2019). Furthermore, the results of this study also align with previous research by (Researcher Name, Year) which stated that welfare, transfers, and promotions simultaneously have a significant influence on employee performance.

CONCLUSION

Based on the results of multiple linear regression analysis, it can be concluded that welfare, transfer, and promotion simultaneously have a significant effect on employee work performance. The correlation coefficient (R) value of 0.657 indicates a strong relationship between the independent variables and work performance, while the R Square value of 0.465 indicates that 46.5% of the variation in work performance can be explained by these three variables, and the remainder is influenced by other factors outside the research model. These findings strengthen the view that work performance is the result of the interaction of integrated human resource management policies, not a stand-alone factor (Robbins & Judge, 2019; Mathis & Jackson, 2019).

Partially, well-being has a positive and significant effect on employee performance. This indicates that fulfilling well-being, both financial and non-financial, can increase employee motivation, satisfaction, and work enthusiasm, thereby impacting job performance. This finding aligns with employee well-being theory, which states that well-being is a strategic factor in improving organizational performance (Hasibuan, 2021; Rivai & Sagala, 2020). Furthermore, this study's findings also support Maslow's theory of needs, which asserts that fulfilling basic

needs and a sense of security are prerequisites for individuals to achieve optimal performance (Maslow, 1943).

The research results also show that transfers have a significant negative impact on employee performance. This indicates that transfers that do not consider the appropriateness of employee competencies, experience, and readiness can lead to dissatisfaction, job stress, and decreased performance. This finding aligns with human resource management theory, which emphasizes the principle of "the right man in the right place," where inappropriate job placement has the potential to reduce employee effectiveness and performance (Siagian, 2020; Armstrong, 2021). Therefore, transfers need to be managed objectively, transparently, and competency-based.

Furthermore, promotions have been shown to have a positive and significant impact on employee performance. This demonstrates that fair, transparent, and merit-based promotions can be a key motivator for employees to improve their performance, responsibility, and loyalty to the organization. This finding aligns with promotion theory, which states that promotions are both a form of reward and a means of career development that encourages improved work performance (Mangkunegara, 2020; Hasibuan, 2021). Overall, this study confirms that integrated management of employee welfare, transfers, and promotions is crucial for improving employee performance and supporting organizational effectiveness (Robbins & Judge, 2019).

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