

e-SSN: 2686-6331, p-ISSN: 2686-6358

DOI: <https://doi.org/10.31933/dijemss.v4i5>

Received: 25 April 2023, Revised: 26 May 2023, Publish: 17 June 2023

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Effect of Mutations, Leadership Style and Employee Competence on Employee Performance

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Abstract: Literature review article on the effect of mutation, leadership style and employee competence on employee performance is a scientific article that aims to build a research hypothesis on the influence of variables to be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the *library research method*, which is sourced from online media such as *Google Scholar*, *Mendeley* and other academic *online media*. The results of this literature review article are: 1) Mutations affect Employee Performance; 2) Leadership Style influences Employee Performance; and 3) Employee Competence influences Employee Performance.

Keyword: Employee Performance, Movement, Leadership Style and Employee Competence

INTRODUCTION

State Civil Apparatus based on Law of the Republic of Indonesia Number 5 of 2014 is every profession for every civil servant and government employee with a work agreement who works in a government agency. While civil servants are Indonesian citizens who meet certain requirements, are appointed as ASN employees on a regular basis by the Civil Service Development Officer to occupy government positions. PNS management includes preparation and determination of needs, procurement, rank and position of career development, career patterns, promotions, transfers, performance appraisal, payroll, benefits, awards, discipline, dismissal, pension and old age security.

Based on Article 73 of the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus, each Civil Servant can be assigned tasks and/or locations within 1 (one) central agency, between central agencies, one regional agency, between regional agencies, between agencies central-regional and to Representatives of the Unitary State of the Republic of Indonesia Overseas. Everyone who becomes a Civil Servant (PNS) must always be ready for any assignment, whether assigned outside the city or even outside the island as long as it is still within the territory of the Unitary State of the Republic of Indonesia.

The Pratama Jember Tax Service Office is challenged to further improve the basic competence of employees in their work, trying to maintain adaptability and high commitment from all employees towards changes for the better, so as to achieve high team effectiveness and determine success in achieving organizational goals. The position of human resource management in the organization is managing human resources in all parts of the organization. Managing human resources is not an easy thing, because humans are unique elements and have different characteristics from one another.

In connection with improving employee performance, it is necessary to conduct further research on the factors that influence employee performance so that it is in line with the main duties of the Jember Primary Tax Service Office. In connection with employee transfers at KPP Pratama Jember, some employees still respond less favorably, where mutations are interpreted as a punishment for mistakes made by an employee. This of course will have an impact on the employee's work results, even though the transfer is intended to eliminate boredom both because of the job and the place where the employee works. Research on the effect of mutations on employee performance has been carried out by Sayuti (2007); and Asmawiah (2009), where the results concluded that employee mutations have a significant effect on employee performance. Therefore, employee mutations need to be studied again through this research to strengthen the results of previous studies

The lack of optimal performance of employees at KPP Pratama Jember is caused by the competence of employees who are not optimized when compared with the educational background and specialization possessed by employees, providing motivation that still needs to be improved, and the existence of ineffective employee mutations, including several employees KPP Pratama Jember which has a home base outside Jember, even outside Java. In connection with the competence of employees at KPP Pratama Jember which is less optimized when compared to their educational background and level of specialized knowledge. Research on the influence of competence on employee performance has been carried out, among others, by Ikhsan (2007); Asmawiah (2009), Ibrahim (2010), where the results conclude that competence has a significant influence on employee performance. Therefore, employee competency factors need to be reviewed again so that the effect on employee performance at the Jember Primary Tax Service Office can be known.

This article discusses the influence of Mutations, Leadership Style, and Employee Competence on Employee Performance, a review of the literature in terms of Human Resource Management.

Based on the background, the problems that will be discussed can be formulated in order to build hypotheses for further research, namely:

- 1) Do Mutations affect Employee Performance ?.
- 2) Does Leadership Style affect Employee Performance ?.
- 3) Does Employee Competence affect Employee Performance ?.

THEORITICAL REVIEW

Employee Performance

Employee performance is the result of work produced by employees or real behavior that is displayed according to their role in the organization. Performance or performance of employees is a very important thing in an organization's efforts to achieve its goals, so that various activities must be carried out by the organization to improve it. (Hariandjaja, 2002)

Employee Performance is work results achieved by an employee in carrying out the tasks assigned to him (Handoko, 2000).

Employee Performance is work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2001).

The performance of this employee has been studied by many previous researchers including (Agntha Judas 201 3), (Dr. H.Muhammad Isa Indrawan, SE, MM 20 15), (Nova Ellyzar, Mukhlis Yunus, Amri 20 17) and Ahmad Firman, Fitriani Latief, Dirwan (202 2).

Mutation

Mutation is a change in position/position/place/work that is carried out either horizontally or vertically (promotion) within an organization (Hasibuan , 2012 : 102). Movement is intended to get to the right place, with the intention that the employee/member concerned gets a new atmosphere and job satisfaction as high as possible and can show even higher achievements (Martoyo, 2007: 71)

Mutations are activities employment related to the process of transferring functions, responsibilities and employment status of workers to certain situations with the aim that the workforce concerned gain job satisfaction deep and can give maximal work performance maybe the company (Sastrohadiwiryono, 2002: 247).

Mutation is a change in position/position/place/work that is carried out either horizontally or vertically within an organization. Basically, mutations are included in the employee development function, because the aim is to increase the efficiency and effectiveness of work within the company (government) (Hasibuan, 2007:102)

Mutation is an agenda of transferring employees from one work environment to another work environment. However, mutation should not be the same as transferring activities. The transfer is only within the limits of transferring employees from one environment to another (Nugroho, 2019).

Mutation has been studied by many previous researchers, including (Agntha Judas 201 3), (Dr. H.Muhammad Isa Indrawan, SE, MM 20 15) , (Nova Ellyzar, Mukhlis Yunus, Amri 20 17) and Ahmad Firman, Fitriani Latief, Dirwan (202 2).

Leadership Style

Leadership Style is a way that leaders use in interacting with their subordinates. According to University of Iowa Studies cited by Robbins and Coulter (2002), Lewin concluded that there are three leadership styles; autocratic leadership style, democratic leadership style, Laissez-Faire leadership style (Free Control).

Leadership Style is the ability and readiness possessed by a person to be able to influence, encourage, invite, demand, use and if necessary force other people so that he accepts that influence and then does something that can help achieve certain efforts or goals.

Leadership style is the behavior or actions of a leader in carrying out managerial work tasks (Soekarso, 2010). Then in the opinion of Thoha (2007) it is explained that leadership style is a method used by a leader in influencing subordinates so that they want to carry out their duties and obligations as expected in order to achieve predetermined goals.

leadership style has been studied by many previous researchers including Siti Nur Aisah, Rahma Wardani (2020), Mohd. Kurniawan DP (20 18) , Riyanto Efendi (2020) , and Agus Jamaludin (20 17)

Employee Competency

Employee Competence is the ability that must be owned by an employee. Employee competence consists of: knowledge (knowledge), skills (skills), attitudes (attitude) that are tailored to the fields needed by the organization. Tudero (2004) states that competence plays an important role in improving employee performance to achieve the goals of an organization or company.

Employee Competence is the work ability of each individual which includes aspects knowledge, skills and work attitudes in accordance with established standards. Competence is

a combination of skills (skills), knowledge knowledge), and behaviors (attitudes) that can be observed and applied critically for success an organization and work performance and employee personal contribution to organization (Rivai, 2015).

Employee competence is the behavior of a person, in reacting and responding to his work within the organization Robotham and Jubb (1996) . A shorter opinion is expressed Armstrong (1998) that competence is knowledge, skill and quality individuals to achieve job success (Suharti 2005).

Employee Competence is a fundamental characteristic possessed by someone who has a direct influence on, or can predict excellent performance. Competence possessed by employees both individually must be able to support the implementation of organizational strategy and be able to support any changes made by management (Sedarmayanti, 2011: 126)

Employee competencies have been examined by previous researchers including Riyadi Chrishartanto, Syahnur Said (2019), Rosmaini, Hasrudy Tanjung (20 19), Lucia Nurbani Kartika, Agus Sugiarto (2014), and Muhammad Andi Prayogi, Muhammad Taufik Lesmana, Lukman Hakim Siregar (2019).

WRITING METHOD

The method of writing this Literature Review article is the Qualitative Descriptive method and Library Research, sourced from the *Google Scholar online application*, *Mendeley* and other online academic applications.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher.

DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of *this literature review article* is a review of relevant articles, followed by a review of the influence between variables and continued with making a framework for thinking about a research plan:

Relevant Article Reviews

Review relevant previous articles as a basis for setting research hypotheses by explaining the results of previous research, explaining similarities with the research plan and seeing the differences in the research plan with the previous one.

Table 1: Relevant article reviews

No	Authors (Year)	Previous Research Results	Similarities With This Article	The Difference With This Article	Hypot hesis
1	Agnetha Judas (2013)	Mututiation and Promotion of Occupational Influences on EMPLOYEE WORKING ACHIEVEMENT AT THE K ANwil DG DG OF STATE WEALTH S ULTTENGO AND NORTH MALUKU DI MANADO _ _ _ _ _	Mutation effect on Employee Performance	Leadership Style and Employee Competence influences Employee Performance	H1
2	Dr. H.Muhammad Isa Indrawan, SE,	Influence Promotions and Transfers	Mutation effect on	Leadership Style and Employee Competence	H1

	MM (20 15)	Against Employee Performance PT. Bank Mandiri (Persero) Ahmad Yani Medan Branch	Employee Performance	influences Employee Performance	
. 3	Nova Ellyzar, Mukhlis Yunus, Amri (20 17)	Influence _ W orb M ule , Workload , and Interpersonal Conflict on Work Stress and Its Impact on _ _ _ _ _ _ _ _ _ BPKP Employee Performance _ _ Representative of Aceh Province _ _	Mutations affect Employee Performance	Leadership Style and Employee Competence influences Employee Performance	H 1
. 4	Ahmad Firman, Fitriani Latief, Dirwan (202 2)	Transfer and Job Rotation Training on Employee Work Motivation	Mutations affect Employee Performance	Leadership Style and Employee Competence influences Employee Performance	H 1
5	Riyadi Chrishartanto, Syahnur Said (2019)	Influence _ competence , motivation and _ _ M thread T eragainst Officer _ PERFORMANCE OF EMPLOYEES AT PRIVATE TAX SERVICE OFFICE OF WEST MAKASSAR _ _ _ _ _ _ _ _	Mutation and Employee Competence influences Employee Performance	Leadership Style influences Employee Performance	H2
6	Rosmaini, Hasrudy Tanjung (20 19)	The Effect of Competence, Motivation and Job Satisfaction on Employee Performance	Employee Competence influences Employee Performance	Mutations and Leadership Style have an effect on Employee Performance	H 2
7	Lucia Nurbani Kartika, Agus Sugiarto (20 14)	Level Influence _ _ competence _ t against Employee Performance _ _ A administration Office _	Employee Competence influences Employee Performance	Mutations and Leadership Style have an effect on Employee Performance	H 2
8	Muhammad Andi Prayogi, Muhammad Taufik Lesmana, Lukman Hakim Siregar (20 19)	The Effect of Competence and Work Discipline on Employee Performance	Employee Competence influences Employee Performance	Mutations and Leadership Style have an effect on Employee Performance	H 2
9	Siti Nur Aisah, Rahma Wardani (2020)	The Effect of Leadership Style on Employee Performance	Leadership Style influences Employee Performance	Movements and Employee Competence affect Employee Performance	H3
10	Mohd. Kurniawan DP (20 18)	Influence _ Leadership Style T er Performance of P rinking Employees in P alembang City _ _	Leadership Style influences Employee Performance	Movements and Employee Competence affect Employee Performance	H3
11	Riyanto Efendi (2020)	The Effect of Leadership Style on Employee Performance	Leadership Style influences	Movements and Employee Competence affect Employee	H3

			Employee Performance	Performance	
12	Agus Jamaludin (2017)	The Influence of Leadership Style on Performance EMPLOYEE AT PT. _ K aho Beautiful Image of Garment Jakarta _	Leadership Style influences Employee Performance	Movements and Employee Competence affect Employee Performance	H3

Analysis Influence between Variables

1) Effect of Mutations on Employee Performance.

Mutations affect employee performance, where the dimensions or indicators of mutations (a,b,c) affect the dimensions or indicators of employee performance (p, q, r), (A , 2017).

To improve employee performance by paying attention to mutations, what management must do is, where (B, 2018).

Mutations affect Employee Performance, if mutations are perceived well by customers/consumers then this will increase Employee Performance, (C, 2019).

Mutations affect employee performance, this is in line with research conducted by: (P, 2017), (Q, 2018), and (R, 2020).

2) The Effect of Leadership Style on Employee Performance.

Leadership Style influences Employee Performance, where is the Mutation dimension or indicator (a,b,c) affects the dimensions or indicators of Employee Performance (p, q, r), (A , 2017).

To improve employee performance by paying attention to mutations, what management must do is, where (B, 2018).

Leadership Style influences Employee Performance, if Leadership Style is perceived well by customers/consumers then this will increase Employee Performance, (C, 2019).

Leadership Style influences Employee Performance, this is in line with research conducted by: (P, 2017), (Q, 2018), and (R, 2020).

3) The Effect of Employee Competence on Employee Performance.

Employee Competency affects Employee Performance, where the Mutation dimensions or indicators (a,b,c) affect Employee Performance dimensions or indicators (p, q, r), (A , 2017).

To improve Employee Performance by taking into account Employee Competence, what management must do is, where (B, 2018).

Leadership Style influences Employee Performance, if the Leadership Style is well perceived by customers/consumers then this will be able to increase... Employee Performance, (C, 2019).

Research conceptual framework

Theoretical studies, relevant previous research and discussion of the influence between variables, the framework for this article is obtained as follows.

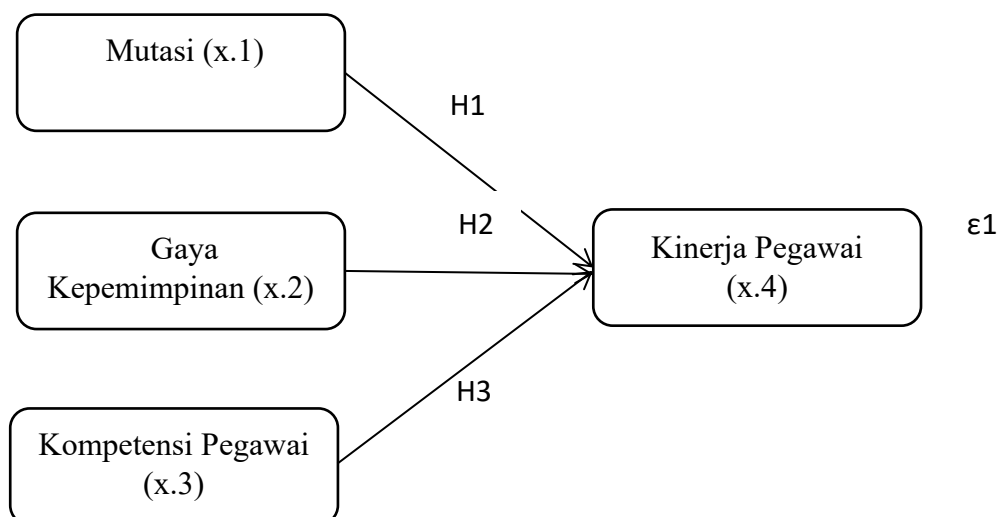


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: Mutation, Leadership Style, and Employee Competency effect on Employee Performance.

Apart from these three exogenous variables that affect employee performance, there are many other variables that affect mutations, including:

- 1) motivation : (Ikhsan , 2007); (Sirajuddin. F 2010), and (Ibrahim, 2010),
- 2) Promotion : (Fathoni, 200 6), And (Hasibuan , 2002)

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the theory, relevant articles and discussion, hypotheses can be formulated for further research:

1. Mutations have a positive and significant effect on employee performance. This shows that employee transfers must be carried out appropriately in accordance with the abilities of employees so that employee performance increases,
2. Leadership style has a positive and significant effect on employee performance.
3. Employee Competence has a positive effect on Employee Performance. This shows that the competence of the role is strong enough to improve employee performance,
4. Movements, leadership styles, and employee competencies together have a positive and significant impact on employee performance.

Suggestion

Based on the conclusions above, the suggestion for the next author is that there are still many other factors that affect employee performance, apart from mutations, leadership styles, and employee competencies, therefore further studies are needed to look for other factors. the. Other factors affect employee performance apart from the three variables examined in this article, such as motivation and promotions.

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