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The Effect Of Position Promotion And Mutation On The Performance Of Administrator Officials In Tomohon City Government

Ventje Florensianus Karundeng¹, Lexi Lumingkewas², Fitri Mamonto³

Public Administration Study Program, Magister Program, Universitas Negeri Manado

ventjekarundeng12@gmail.com¹, lexilumingkewas@unima.ac.id²,
fitrimamonto@unima.ac.id³

Abstract. Promotion and Mutation are activities that increase work productivity, as well as guarantee employee development. By carrying out promotion and mutation, it is interpreted as giving appreciation based on the final work of employees in the agency. With appreciation, employees are expected to have high performance. This study aims to 1) To analyze and provide an overview of whether there is an effect of Promotion on the Performance of Official Administrators in Tomohon City Government; 2) To find out and give an overview of whether there is an effect of mutations in the Tomohon City Government and to analyze the relationship between mutations on the performance of Administrator Officers in the Tomohon City Government; 3) To analyze and provide an overview of whether there is an effect of simultaneous promotion and mutation on the performance of administrator officials in the Tomohon City Government. The research method used is a quantitative research method with a total population of 133 administrators in the Tomohon City Government. The sample that was set was 30 people and the research instrument used was a questionnaire. The data analysis technique uses the IBM SPSS Version 26 program. Based on the research results, hypothesis testing shows that 1) Promotion partially has a significant effect on the Performance of Administrator Officers in the Government of Tomohon City; 2) Mutation partially does not have a significant effect on the Performance of Administrative Officers in Tomohon City Government; 3) Promotion and Mutation simultaneously have a significant influence on the Performance of Administrative Officers in the Government of the City of Tomohon.

Keywords. Promotion, Mutation, Performance

A. Introduction

The development of an institution in a country is interpreted by two important causes, namely natural energy sources and human energy sources. However, the cause that simultaneously influences and has the potential for industrial development to achieve success is human resources. Human resources are individuals who play a role as masterminds in building assets, both institutions or companies as well as parts of assets that are processed and honed, their strength is renewed (Rinaldi 2012)[1].

In quality and quantity. Human Resources is one of the resources contained in an organization, including all people who carry out activities within an organization. Human

Resources is different from other resources because it is needed in Human Resource Management which can manage the continuity of an organization. Human Resources (HR) needed by a company are qualified, highly dedicated and professional towards the organization. Quality and professional Human Resources (HR) is a consideration of the company in determining positions in an organization.

In a government agency, human resources play an important role in the continuity of government administration. According to Tayibnapis (1995), the human resources of the government apparatus are a collection of people who serve the interests of the state and government with a position as civil servants that the higher the quality of human resources working in the local government, the performance of the local government will also increase and conversely the lower the quality of human resources in local government, the lower the performance of the government[2].

To achieve the previously set goals is very dependent on the ability of human resources or employees in carrying out the tasks assigned to them so that employees are required to continuously be able to develop themselves proactively in an office. Human resources must be willing to become individuals who are willing to learn and work hard with enthusiasm, so that their potential can develop optimally. The human resources that are needed at this time are resources that have good performance, potential and loyalty to the office. So that employees are able to describe the vision and mission that have been agreed upon in order to achieve office goals.

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Promotion is the transfer of employees from their initial working position to a new position where the employee is transferred, but still has the same position, authority and employee status but is able to be more efficient and effective in employee work. Relocations carried out based on the supervisor's vision are interpreted as fines for positions or based on the company's interests to make it better. Thus, the transfer does not stop with reasons for increasing employee work towards fulfilling desires based on these desires and obligations. An increase in employee work in an agency needs to be observed, if the employee's work is negative then it will affect the agency. Remote agencies to compete against other agencies. Several techniques affect the work of employees on recommendations and shifts in the allocation of agencies to perform greater responsibilities (Mangkunegara 2006)[3].

Article 72 of Law Number 5 of 2014 concerning the State Civil Apparatus states that the Promotion of Civil Servants is carried out based on an objective comparison between competencies, qualifications and requirements required by the position, assessment of work performance, leadership, cooperation, creativity and consideration. from the performance appraisal team of Civil Servants, without distinguishing gender, ethnicity, religion, race, and class. The implementation of promotion is intended to increase the work motivation of Civil Servants so that they want to work with good work behavior in accordance with what is desired in order to increase government work productivity and ensure success in achieving the vision, mission and goals as well as a balance between individual factors and organizational factors

which become a place for the employee lives and works[4]. If employee performance is high, then by itself it will affect organizational performance.

Performance is the result of individual or group work within an organization in order to achieve organizational goals and will later be used as the basis for evaluating whether or not the goals and objectives of the organization have been achieved. Based on Article 75 of Law Number 5 of 2014 concerning the State Civil Apparatus, it states that the performance appraisal of Civil Servants aims to guarantee the objectivity of fostering Civil Servants based on an achievement system and a career system (Republik Indonesia 2014)[4].

It is not easy to achieve the targets and goals of the organization, where to maintain and increase productivity, human resource management is needed, meaning that civil servants are willing and able to provide the best work performance possible. In this case, the government is obliged to pay attention to the needs of civil servants, both material and non-material. One of the manifestations of attention, effort and encouragement that can be done is to carry out objective and fair promotion as well as the right placement.

The problem of promotion cannot be separated from the attention of a leader or superior. A leader can reward good work performance even better than before with a promotion, because a promotion given by a leader or superior is closely related to the success of a person, organization or community in achieving its goals. Position is the responsibility of every employee to carry out his job duties.

Based on Article 15 of Law number 5 of 2014 concerning State Civil Apparatus, the Office of the Administrator is an official who leads a work unit who is responsible for leading the implementation of all public service activities as well as government administration and development within it as well as the official implementing technical activities[4]. One of the job descriptions of an administrator official is to carry out the activities specified in the work plan through a performance agreement. To measure an administrator's performance, namely how much the percentage of realization of the targets achieved is based on the work agreement set. Based on the indicators above, it can be stated that the higher the percentage of achievement achieved, the higher the performance value obtained by the administrator officer, but conversely, the lower the percentage of achievement, the lower the performance value. There are several factors that affect the value of an official's performance, namely: 1) Capacity, is the ability to be able to carry out activities; 2) Competence is technical knowledge in mastering the work carried out; 3) Innovation is an action to do new things in achieving performance targets; 4) Budget is the cost used in carrying out activities.

Based on the factors above, it can be found that Capacity, Competence and Innovation are the keys to the success of an official in achieving optimal performance.

In Article 107 of Government Regulation Number 11 of 2017 the conditions for being promoted to a high leadership position are as follows: 1) have the lowest educational qualification of bachelor's degree or diploma IV; 2) have Technical Competence, Managerial Competence, and Socio-Cultural Competence in accordance with the established competency standard; 3) have experience in the position in the field of duties related to the position to be held cumulatively for at least 5 (five) years; 4) currently or have held the position of administrator or JF at the intermediate level for a minimum of 2 (two) years; 5) have a good track record of position, integrity and morality; 6) the highest age is 56 (fifty six) years; and 7) physically and mentally healthy[5].

Based on observations of problems that can be identified in the field are 1) The performance of administrator employees in the Tomohon City Regional Government is not optimal; 2) The lack of maximum promotion carried out by leaders or superiors in the Regional

Government of Tomohon City; 3) Quality of Work of Administrative Officers in the Regional Government of Tomohon City is not optimal; 4) Lack of HR capacity of administrator officials; 5) Lack of opportunity for administrator officials in competency development; 6) Lack of budget availability in improving human resources for administrator officials; 7) Lack of interest of administrators in improving human resources, both managerial and technical training. By presenting the identification of problems that occur based on the observations of researchers, there are also limitations to the problems in this study as follows: 1) Promotion of Positions in the Government of Tomohon City as the first independent variable (X1); 2) Mutations in Tomohon City Government as the second independent variable (X2); 3) Performance of Administrative Officers in Tomohon City in the Tomohon City Government as the dependent variable (Y).

B. Literature review

Human Resources Management

Human resources are an important asset and play a role as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management. According to human resource management experts, they are as follows: According to Handoko, human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. (Handoko 2009)[6]. According to Hasibuan (2011), Human Resource Management is a science and art that regulates the relationship and role of the workforce so that it is active and efficient in helping the company, employees and society achieve goals. [7]. According to Mangkunegara, Human Resource Management is a management and utilization of existing resources in individu (Mangkunegara 2006)[3]. In the implementation of human resource management in the government sector, the quality of various employee competencies requires government agencies to carry out employee competency development programs on a regular basis as policies related to qualifications, competencies, performance appraisal, and the needs of government agencies. This program is implemented in an integrated manner with the Civil Servant career development program by considering aspects of integrity and morality. Based on Law Number 5 of 2014 concerning State Civil Apparatus, employee competency development is regulated as follows: 1) Every State Civil Apparatus Employee has the right and opportunity to develop competence, including through education and training, seminars, courses and upgrading which must be evaluated and used as one of the bases for appointment and career development (Article 70 paragraph (1), (2) and (3)); 2) In developing competence, each Government Agency is required to prepare an annual competency development plan which is contained in the annual work plan of the respective agency's budget (Article 70 paragraph (4)); 3) PPPK is given the opportunity for competency development which is planned every year by Government Agencies which must be evaluated and used as one of the bases for further work agreements (Article 102). - 9 - In addition, specifically regarding Civil Servants, based on Government Regulation Number 11 of 2017 concerning Management of Civil Servants, competency development for each Civil Servant is carried out for at least 20 (twenty) Study Hours in 1 (one) year (Article 203 paragraph (4)). On that basis, PPPK must determine competency development needs and plans, carry out competency development, and carry out Employee Competency Development Evaluations.

According to Hasibuan, the role of Human Resource Management is as follows (Hasibuan 2009): 1) Determine the number of quality, and effective placement of workers according to company needs based on job descriptions, job specifications, and job evaluations;

2) Determine the withdrawal, selection and placement of employees based on the principle of the right man in the right job; 3) Establish welfare programs, promotion development and termination; 4) Forecasting the supply and demand for human resources in the future; 5) Estimating the state of the economy in general and the development of the company in particular; 6) Carefully monitor labor laws and policies on remuneration of similar companies; 7) Monitor technical progress and trade union developments; 8) Carry out education, training, and employee performance appraisal; 9) Manage employee mutations both vertically and horizontally; 10) Arrange retirement, dismissal, and severance pay[8]. According to Grindle (2017) in Dilapanga, Pangalila and Supit (2023), the success or failure of a policy implementation process is generally influenced by two factors: the policy's content and the policy's context (context of policy). The contents of the policy concern the goals to be achieved so that they influence the direction of policy implementation and will also affect the success of implementing the policy[9]. According to Yalia (2014) in Polii (2022) Four indicators that hinder success of a policy implementation by policy implementers, namely: communication, resources, disposition (attitude of executor), and bureaucratic structure[10].

Promotion

According to Hasibuan, states: "position promotion means a transfer that increases authority and responsibility to a higher level in an organization followed by greater obligations, rights, status, and income" (Hasibuan 2011)[7]. Meanwhile, according to Manullang, states: "position promotion means promotion, namely receiving greater power and responsibility than previous powers and responsibilities" (Manullang 2004)[11]. Another case according to Bambang Wahyudi, stated: "position promotion is a change in position or job title from a lower level to a higher level. This change will usually be followed by an increase in one's responsibilities, rights and social status (Wahyudi 2002)[12].

The guidelines used as the basis for promoting employees or employees according to Handoko are (Handoko 2009): a) Experience (length of work experience of employees); b) Proficiency (expertise and proficiency); c) Combination of skills and experience (length of experience and skills)[6].

Promotional terms generally include the following (Hasibuan 2011): a) Honesty; b) Discipline; c) Work Performance; d) Cooperation; e) Proficiency; f) Loyalty; g) Leadership; and h) Communicative [7]. Hasibuan, argues, the general objectives of giving promotions, namely (Hasibuan 2009): 1) To provide recognition, position, and greater service rewards to employees with high performance; 2) Can lead to personal satisfaction and pride, higher social status, and greater income; 3) To stimulate employees to be more enthusiastic at work, highly disciplined, and increase their work productivity; 4) To ensure employment stability by realizing promotions for employees based on the right time and honest evaluation; 5) Promotional opportunities can lead to chain profits within the company due to the emergence of chain vacancies; 6) Providing opportunities for employees to develop creativity and better innovation for the optimal benefit of the company; 7) To add/expand knowledge and work experience of employees and this is a driving force for other employees; 8) To fill a vacant position because the official has resigned. So that the position is not vacant then other employees are promoted; 9) Employees who are promoted to the right position, enthusiasm, pleasure, and peace at work are increasing so that their work productivity also increases; 10) To facilitate the withdrawal of applicants because the existence of a promotion opportunity is a driving force and stimulus for applicants to submit their applications; and 11) Promotion will

improve the status of employees from temporary employees to employees after passing the probationary period[8].

Mutation

According to Henry Simamora, "Mutation is the movement of an employee from one job to another whose salary, responsibilities, and or organizational level are relatively the same" (Simamora 2002)[13]. Meanwhile, according to Sastrawidjaya (Sastrawidjaya 2002), Mutations are employment activities related to the process of transferring functions, responsibilities and employment status of workers to certain situations with the aim that the workforce concerned obtains deep job satisfaction and can provide the maximum possible work performance. to the organization[14]. Another definition according to Malayu S.P Hasibuan states the following: Mutation is a change in position/position/place/work done both horizontally and vertically (promotion/demotion) within an organization (Hasibuan 2011)[7].

Alex. S. Niti Semito (2011) the definition of mutation is: "Mutation is a routine activity of a company to carry out the principle of "The Right Man In The Right Place" or "the right person in the right place" thus the mutation is carried out by the company so that work can be done more effectively and efficiently [15]" Based on some of the definitions above, it can be concluded that a mutation is a transfer of position to another position accompanied by changes in status, wages and responsibilities. From the description it appears that the mutation or transfer of employees is very important and needs to be done both in terms of the interests of employees and the interests of the company. A good mutation is a mutation that is carried out according to the procedures that apply to an organization, there is no discrimination, every employee is equal in the eyes of the leader (Rushananto 2014)[16].

Malayu S.P Hasibuan stated the basis for employee mutations, namely (Hasibuan 2011): 1) The Merit System is employee mutations based on scientific foundations, objectives and work performance. This merit or career system is the basis for good mutations, among others; a) Work output and productivity increase. b) Performance has increased c) The number of mistakes made has decreased d) Absenteeism and employee discipline have improved e) The number of errors/accidents has decreased; 2) Seniority System is an employee transfer based on the basis of years of service, age, work experience of the employee concerned; 3) The Spy System is a mutation based on the principle of kinship. This system seems not good because it is based on likes or dislikes.

According to Malayu S.P Hasibuan (2011), mutation aims to: 1) To increase employee productivity; 2) To create a balance between the workforce and the composition of jobs or positions; 3) To expand or increase employee knowledge; 4) To get rid of boredom / boredom towards his work; 5) To provide incentives so that employees want to strive for a higher career advancement; 6) For the implementation of punishments/sanctions for the violations committed; 7) To provide recognition and reward for their achievements; 8) For a driving tool so that work spirit increases through open competition; 9) For good security measures; 10) To adapt work to the physical condition of employees; 11) To resolve disputes between fellow employees[7]. Mutations can also be applied due to disciplinary violations. According to Anoraga in Masengi, Lumingkewas and Supit (2023), discipline is always obeying the rules[17].

Performance

According to Malayu S.P Hasibuan states: "performance is a work result that is achieved by someone in carrying out the tasks assigned to him based on skills, experience, and

sincerity and time". Meanwhile, according to Supriyono stated: "Performance is a result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and ability and time" (Supriyono 1997)[18].

The factors that influence the good or bad performance of employees on a daily basis, as stated by Mangkunegara that there are several factors of employee performance are as follows (Mangkunegara 2006): 1) Leadership factors, trust, include elements of knowledge, skills, self-confidence abilities, motivation and commitment of each individual employee; 2) Manager leadership factors, including aspects of the quality of managers and team leaders in providing encouragement, enthusiasm, direction, and work support to employees; 3) Team factors, including the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members; 4) System factors, including work systems, work facilities or infrastructure provided by the organization; 5) Contextual (situational) factors, including pressures and changes in the external and internal environment[3].

In improving employee performance, there are at least seven steps that can be taken, namely (Mangkunegara 2006): 1) identify deficiencies in performance; 2) introduce deficiencies and levels of seriousness; 3) identify things that might cause deficiencies, both related to the system and related to the employees themselves; 4) develop an action plan to overcome the causes of the shortage; 5) carry out the action plan; 6) evaluate whether the problem has been resolved or not; 7) start from scratch if necessary[3].

According to Veithzal Rivai, the purpose of performance appraisal basically includes (Rivai, Veithzal 2006): 1) To determine the level of achievement of employees so far; 2) Provision of appropriate compensation, for example for the provision of periodic salary increases, basic salary, special salary increases, money incentives; 3) Encouraging accountability from employees; 4) To differentiate between one employee and another; 5) HR development which is still differentiated into: 6) Increasing work motivation; 7) Improving work ethic; 8) Strengthen the relationship between employees and supervisors through discussions about their work progress; 9) As a tool to obtain feedback from employees to improve their job design, work environment; 10) Selection research as a criterion for success or effectiveness; 11) As a source of information for HR planning, career and succession planning decisions; 12) Helping to place employees with appropriate jobs to achieve overall good results; 13) As a source of information for decision making related to salary-wages-incentives and various other rewards; 14) As a distribution related to personal and work problems; 15) As a tool to maintain performance levels; 16) As a tool to help and assist employees to take initiatives in order to improve performance; 17) To find out the effectiveness of HR policies, such as selection, recruitment, training and job analysis as components that are interdependent among HR functions; 18) Identify and eliminate obstacles so that performance becomes good; 19) Develop and determine job compensation; 20) Termination of employment, imposition of sanctions or rewards[19].

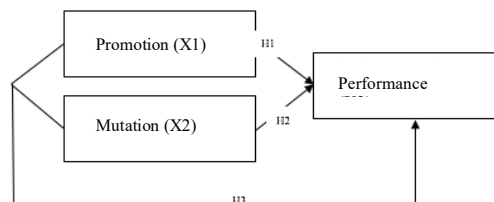
Promotions and mutation are things that are considered by a company through the performance of employees who work in the company or agency where they work, on the other hand, the performance of employees who are considered less influences their promotions and mutations in their places of work. (Gaol 2014)[20].

Research Hypothesis

The hypothesis in this study is:

1. Promotion of Position (X1) has an effect on the Performance of Administrator Officials (Y) in the Tomohon City Government.
2. Mutations (X2) affect the performance of administrator officials (Y) in the Tomohon City Government.
3. Promotions (X1) and Mutations (X2) simultaneously affect the Performance of Official Administrators (Y) in the Tomohon City Government.

Figure 1. Framework of Thinking



C. Method

In this study, researchers used quantitative research methods. Quantitative research methods aim to explain a phenomenon by using numbers that describe the characteristics of the subjects studied (Sugiyono 2011)[21]. Data collection in this study used a research instrument in the form of a questionnaire (Likert scale), documentation, and quantitative data analysis aimed at testing hypotheses.

In this study, the researchers analyzed three variables, namely the variable (X1) "Promotion to position", variable (X2) "Mutation" and (Y) "Performance of Administrator Officers" in Tomohon City Government. The total population is 133 and the sample is 30 people.

The research instrument was first tested using validity and reliability tests. Then the data were analyzed using multiple linear regression model analysis. The multiple linear regression model is first tested with classical assumptions, namely the normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. After that, it is continued with the t test, F test (Anova) and the Coefficient of Determination (R²).

D. Result and discussion

1. Validity and Reliability Test

1.1 Validity Test

Primary data was obtained through a questionnaire/questionnaire which was distributed to 30 research samples. The questionnaire consisted of 45 questions consisting of 15 questions on the X1 variable (Promotion), 15 on the X2 variable (Mutations), and 15 on the Y variable (Officer Performance). Each question contained in this questionnaire is prepared based on the indicators described in the previous chapter with assessment criteria using a Likert scale. Furthermore, the results of the questionnaire were tested for validity to find out whether the indicators used in the test were valid.

It is known that the value of r table is 0.361. The value of r table is determined by the formula $Df = n - 2$ ($Df = 30 - 2 = 28$). Found degrees of freedom of 28 with a significance level of 5% or 0.05, then the r table is 0.361.

Based on the results of the IBM SPSS version 26 output, it can be concluded that the results of the research questionnaire that has been distributed to 30 sample people are valid.

This is supported by data processing results which show the results of the r count are greater than the table values. Where the basis for decision making is that the data is said to be valid if the resulting r count is greater than r table ($r \text{ count} > r \text{ table}$) and the resulting significance value is less than 0.05 (sig. < 0.05).

1.2. Reliability Test

The basis for decision making in the reliability test is as follows:

1. 1. If the Cronbach's Alpha value is > 0.60 , then the Questionnaire is declared reliable or consistent.
2. Meanwhile, if the Cronbach's Alpha value is < 0.60 , the questionnaire is declared unreliable or inconsistent.

Figure 2. Result of Reliability Test X1, X2, and Y

Reliability Statistics		Reliability Statistics		Reliability Statistics	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.741	15	.772	15	.864	15

Based on the data above, it is known that the Cronbach's Alpha value for each variable is more than 0.60. In accordance with the basis for decision making mentioned above, it can be concluded that the data for each variable has passed the reliability test. Thus, because the research instrument has gone through validity and reliability tests, then classical prerequisite/assumption tests can be carried out before testing the research hypothesis.

2. Classic Assumption Test

2.1. Normality Test

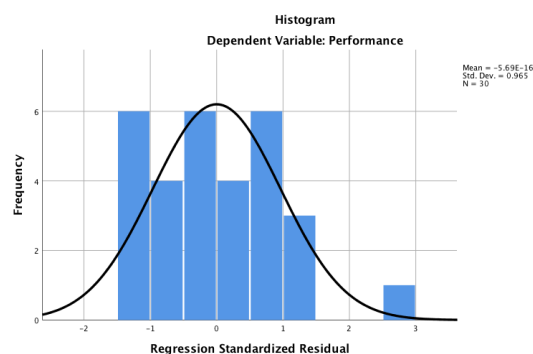


Figure 3. Result of *Histogram Test*

The basis for making a Histogram Test decision is that the data is said to be normally distributed if the test results are in the form of a Mountain Shape curve. Therefore, according to the picture above, it can be concluded that the data has been normally distributed.

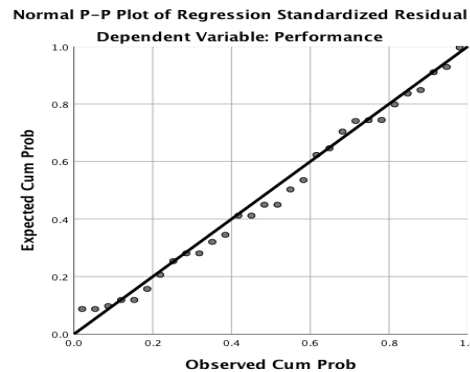


Figure 4. Result of *P-Plot Test*

The basis for making a Histogram Test decision is that the data is said to be normally distributed if the test results are in the form of a Mountain Shape curve. Therefore, according to the picture above, it can be concluded that the data has been normally distributed.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.81663925
	Most Extreme Differences	
	Absolute	.085
	Positive	.085
	Negative	-.080
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Table 1. Result of *One-Sample Kolmogorov-Smirnov Test*

The basis for decision making through the One Sample Kolmogorov-Smirnov test is that if the resulting significance value is greater than 0.05, then the data passes the normality test and can be used for the regression equation (Ghozali 2016)[22]. Based on this basis, it can be concluded that the data is normally distributed, which is indicated by the Asymp value. Sig. (2-tailed) is 0.200, where the value is > 0.05 .

2.2. Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	22.178	12.332			1.798	.083		
	Promotion	.411	.192	.374		2.145	.041	.873	1.145
	Mutation	.250	.161	.271		1.554	.132	.873	1.145

a. Dependent Variable: Performance

Table 2. Result of Multicollinearity Test

Based on the table data above, it is known that the resulting tolerance value is 0.873 and the VIF value is 1.145. According to the basis for decision making, the Tolerance value is $0.873 > 0.10$ and the VIF value is $1.145 < 10.00$. Thus it can be concluded that there is no multicollinearity in the regression model used.

2.3. Heteroscedasticity Test

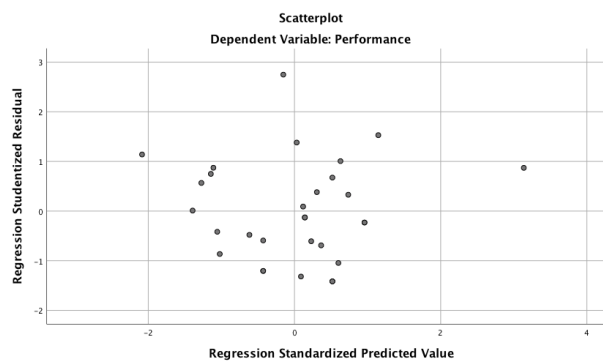


Figure 5. Result of Heteroscedasticity Test with Scatterplot Graphic

Based on the Scatterplot Graphic above, it can be seen that the data spread randomly above and below the number 0 at point Y. Thus it can be concluded that the regression model used in this study is free from Heteroscedasticity.

2.4. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.534 ^a	.285	.232	4.992	1.325

a. Predictors: (Constant), Mutation, Promotion

b. Dependent Variable: Performance

Table 3. Result of Durbin Watson

Based on the results of the analysis and the basis for decision making, where the resulting equation $dL < d < 4dU$ ($1.2837 < 1.325 < 2.4334$), it can be concluded that there is no autocorrelation in this regression model and is feasible for use in testing the research hypothesis.

3. Multiple Linear Regression, Hypothesis Testing, and Coefficient of Determination (R²)

Table 4. Result of Multiple Linear Regression

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	22.178	12.332		1.798	.083
	Promotion	.411	.192	.374	2.145	.041
	Mutation	.250	.161	.271	1.554	.132

a. Dependent Variable: Performance

3.1. Multiple Linear Regression

based on the IBM SPSS version 26 output above, the multiple linear regression equation is obtained as follows:

$$Y = 22.178 + 0.411X_1 + 0.250X_2 + e$$

Based on the equation above, the relationship between variables can be explained as follows:

- The constant value has a positive value of 22,178. This positive sign indicates a unidirectional effect between the independent variables (Promotions and Mutations) and the dependent variable (Officer Performance). Assuming that all the independent variables X₁ and X₂ (Promotion and Mutation) are 0% or have not changed, then the Y value (Performance of Tomohon City Administrator Officials) is 22,178.
- The regression coefficient value for the variable X₁ (Promotion) is 0.411. This value shows a positive influence between the Promotion variable (X₁) and the Official Performance variable (Y). This means that if the value of the Promotional Variable (X₁) increases by 1%, assuming the values of other variables remain constant, then the value of the Tomohon City Administrator Official Performance variable (Y) will increase by 0.411.
- The regression coefficient value for variable X₂ (Mutation) is 0.250. This value shows a positive influence between the Mutation variable (X₂) and the Official Performance variable (Y). This means that if the value of the Mutation variable (X₂) has increased by 1%, assuming the values of other variables remain constant, then the value of the Tomohon City Administrator Officer Performance variable (Y) will have increased by 0.250.

3.2. Hypothesis Test (t test dan F test)

1) First Hypothesis Test (X₁ partially has a significant effect on Y)

The first hypothesis is tested partially using the t test. The basis for making a decision to test the first hypothesis is if t count > from t table and a significance value < 0.05, then the first hypothesis is accepted, otherwise it is rejected.

Looking at the output of IBM SPSS version 26 in table 4 above, it is known that the calculated t value for the Promotion variable (X1) is 2.145 with a significance value of 0.041. Meanwhile, the t table value is 2.04 (see table t sig. 5%). Thus, the data shows t count > t table and the resulting significance value is < than 0.05.

Based on the analysis above and according to the basis of decision making, it can be concluded that the first hypothesis is accepted. This means that the variable Promotion of Position (X1) partially has an influence on the Performance of Official Administrators (Y) of the Tomohon City Government.

The same conclusion was also obtained through research conducted by Puji Fatmawati at the Kulon Progo Regency Finance and Asset Management Revenue Service Office (DPPKA) in 2013. The results of her research showed that the promotion variable had a significant effect on employee performance (Fatmawati 2013)[23].

2) Second Hypothesis Test (X2 partially has a significant effect on Y)

The second hypothesis is tested partially by using the t test. The basis for making a decision to test the second hypothesis is if t count > from t table and a significance value < 0.05, then the second hypothesis is accepted, otherwise it is rejected.

Looking at the IBM SPSS version 26 output in table 4 above, it is known that the calculated t value for the Mutation variable (X2) is 1.554 with a significance value of 0.132. Meanwhile, the t table value is 2.04 (see table t sig. 5%). Thus, the data shows t count < t table and the resulting significance value is > 0.05.

Based on the analysis above and according to the basis of decision making, it can be concluded that the second hypothesis is rejected. This means that the Mutation variable (X2) partially has no effect on the Performance of Administrator Officers (Y) of the Tomohon City Government.

This research is in line with research conducted by Awalludin Syah, Mattalatta and Gunawan Bata Ilyas in 2017 with the title "The Influence of Organizational Culture, Mutations, and Motivation on the Performance of Civil Servants in the Makassar Class 1 Navigation District Office". Their research has concluded that partially mutations do not have a significant effect on the performance of civil servants (Syah, Mattalatta, and Ilyas 2017)[24].

3) Third Hypothesis Test (X1 and X2 simultaneously have a significant effect on Y)

The third hypothesis was tested using the F test (Anova). The basis for making a decision to test the third hypothesis is if F count > from F table and significance value < 0.05, then the third hypothesis is accepted, otherwise it is rejected.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	268.000	2	134.000	5.378	.011 ^b
	Residual	672.800	27	24.919		
	Total	940.800	29			

a. Dependent Variable: Performance

b. Predictors: (Constant), Mutation, Promotion

Table 5. Result of F test (Anova)

Looking at the IBM SPSS version 26 output in table 5 above, it is known that the calculated F value is 5.378 with a significance value of 0.011. Meanwhile, the value of F table is 3.35 (see table F sig. 5%). Thus, the data shows $F_{count} > F_{table}$ and the resulting significance value is $<$ than 0.05.

Based on the analysis above and according to the basis of decision making, it can be concluded that the third hypothesis is accepted. This means that the variable Promotion (X1) and Mutation (X2) simultaneously have an influence on the Performance of Official Administrators (Y) of the Tomohon City Government.

The results of this study are in line with the results of research conducted by Asyari, Ali Imron, Sri Nuringwahyu and Dadang Krisdianto in the Department of Procurement of Goods and Services of the Malang City Regional Secretariat in 2021 which were published in the journal Business Administration Science. Their research shows that promotions and mutations together have a significant effect on employee performance (Asyari, Nuringwahyu, and Krisdianto 2021)[25].

3.3. Coefficient of Determination (R^2)

After carrying out the F test (Anova) above, it can be seen that there is an effect of Promotion (X1) and Mutation (X2) on Officer Performance (Y). The Coefficient of Determination (R^2) is used to measure how much the influence of the two independent variables contributes, namely Promotion and Mutation to the Performance of Government Administrators of the City of Tomohon.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534 ^a	.285	.232	4.992

a. Predictors: (Constant), Mutation, Promotion
b. Dependent Variable: Performance

Tabel 6. Result of Coefficient Determination (R^2)

Based on the SPSS output data above, it can be seen that the Correlation Coefficient (R) value is 0.534. Based on these values, the coefficient of determination (R^2) is obtained, which is equal to 0.285. This value is then transformed in units of percent to 28.5%. That is, Promotion (X1) and Mutation (X2) together have a contribution or influence on the Performance of Tomohon City Government Administrators by 28.5%. The remaining 71.5% is influenced by other factors or variables not examined in this study.

E. Conclusion

Based on the research results, data analysis using the IBM SPSS Version 26 program and the discussion in the previous chapter to test the hypotheses in this study, the following conclusions are obtained:

1. Based on the results of data analysis to test the first hypothesis, namely Promotion (X1) has a positive and significant effect on the Performance of Administrator Officers (Y) in the Tomohon City Government, it is proven that the Promotional Variable (X1) partially has an influence on the Performance of Administrator Officers (Y) in the Government

of the City of Tomohon. This is evidenced by the results of the analysis using the t (partial) test where the t count value is $2.145 > t$ table 2.04 and the significance value is $0.041 < 0.05$. These results already meet the basic decision-making H_a , namely variable X1 is said to have a significant influence on variable Y if the t count $> t$ table and the sig value. < 0.05 .

2. Based on the analysis of the data above to test the second hypothesis, namely Mutations (X2) have an influence on the Performance of Administrator Officials (Y) in Tomohon City Government, after being analyzed it turns out that the Mutation variable (X2) partially has no significant effect on Administrator Officer Performance (Y) in the Government of the City of Tomohon. This is evidenced by the results of the analysis using the t test (partial) where the t value is $1.554 < t$ table 2.04 and the significance value is $0.132 > 0.05$. These results meet the basic decision making H_0 , namely variable X2 is said to have no significant influence on variable Y if the t count $< t$ table and the sig value. > 0.05 .

3. Based on the results of the study using the IBM SPSS Version 26 program above to test the third hypothesis, namely Promotion (X1) and Mutation (X2) simultaneously have a positive and significant effect on the Performance of Administrator Officers (Y) in Tomohon City Government, it is evident that after analyzed the variables Promotion of Position (X1) and Mutation (X2) simultaneously (together) have a positive and significant influence on the Performance of Official Administrators (Y) in the Government of Tomohon City. This is evidenced by the results of the analysis using the F test (Anova) in which the calculated F value is $5.378 > F$ table 3.35 and the significance value is $0.011 < 0.05$. These results already meet the basic decision-making H_a , namely variables X1 and X2 are said to have a significant influence simultaneously on variable Y if the t count $> t$ table and the sig value. < 0.05 . Based on the analysis of the Correlation Coefficient (R²), Promotions and Mutations have an influence contribution of 28.5% on the Performance of Administrator Officers in the Government of Tomohon City. The remaining 71.5% is influenced by other factors or variables not examined in this study.

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