

## Research Article

# The Influence of Mutations and the Impact of the Workplace on Employee Performance

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## Abstract

This study aimed to determine and analyze the effect of mutation and work environment on employee performance at PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta. The technique used for sampling was saturated sampling; respondents in this study were employees of PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta. The primary data used in this study was obtained through the distribution of questionnaires to PT employees. Kereta Api Indonesia (Persero) DAOP 1 Jakarta as respondents. The study's results showed that mutations affected employee performance, and the work environment had a positive and significant effect on employee performance. The managerial implication is that effective management of mutations and the work environment will improve individual performance and strengthen the performance of the team and the organization as a whole. In this case, a proactive manager will create a productive work environment that supports employee growth and development.

Keywords: Employee performance, transfer, work environment.

JEL Classification: J24, M12, D23

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## 1. Introduction

PT Kereta Api Indonesia (Persero) DAOP 1 Jakarta is striving to improve company resilience amid declining employee performance, which is partly due to employees staying too long in the same position, leading to boredom and reduced motivation (Handaru et al., 2019; Simamora, 2023). The company implements job rotation to refresh employees' enthusiasm and productivity (Manalu, 2021). However, poorly planned mutations can backfire, especially if employees feel comfortable in their current roles and are unprepared for changes (Hasibuan, 2017; Wahyuningsih, 2018).

Therefore, the company must align rotation policies with employee needs to maintain morale and performance (Zamora et al., 2019; Kasmawati, 2018). A supportive work environment is also crucial, as it directly impacts employee satisfaction and performance (Handaru et al., 2019; Wahyuningsih, 2018). Improving human resource management and work conditions will help the company achieve its goals and sustain productivity (Hasibuan, 2020; Kasmawati, 2018).

Human Resource Management (HRM) in an organization or company's structure plays a crucial role in helping to achieve goals. Companies or organizations are expected to be able to increase the productivity of their employees in order to remain competitive with competitors. Human resources are one of the crucial elements in a company that has an important role in increasing the company's competitiveness against other competitors (Kasmawati, 2018). Employees are considered the main assets in an organization because, without their contribution, company activities cannot run smoothly toward achieving company goals (Hasibuan, 2020). Employees are human resource capital, and their existence is essential in every operational joint because human resources are the main thing that functions as a driver of company operations. Every company realizes that having professional, trusted, competent, and diligent human resources greatly helps it achieve its business goals.

Employees or workers the company expects to perform well help the company meet work targets. A company's success is difficult or even impossible to achieve without good performance in all areas of the company. A company seeks to create and maintain competitive human resources, and what is expected is that a company leader must be able to create competent employees so that the company's goals can be adequately achieved. However, in reality, the company has not been able to produce competent employees who dominate the company.

As a result, the performance of employees expected to help achieve the company's vision and mission is still unsatisfactory. Therefore, the company needs to review what needs to be improved in the company, especially the performance of employees in the company, so that the company can find a way out of this problem and that what the company expects can be achieved and have a good impact. The opinion reinforces this situation. Performance can affect the ongoing activities of an organization, if the performance of its employees is better, the closer it is to the goals previously set by the organization (Zamora et al., 2019).

Job transfer is one of the elements that may impact employee performance. According to Manalu (2021), a mutation is an employment-related activity that involves moving employees' roles, responsibilities, and employment status to specific circumstances to give them a deep sense of job satisfaction and enable them to give their best effort to the company. The primary advantage of job transfers as an employee development function is that they boost productivity and effectiveness in the organization concerned. Work efficiency and effectiveness will decrease if the company does not develop employees. Therefore, one of the implementations of mutations needs to be carried out. Where with the hope that mutations are carried out to reduce employee boredom at work and are used to increase employee motivation and work enthusiasm (Erna Oktaviani Simamora, 2023)

Mutation transfers workers between positions regarded as parallel or at the same level. According to Hasibuan (2017), a mutation occurs when a position, job, place, or work is changed inside an organization, either vertically or horizontally. Mutation aims to make a government or business more effective and efficient. Apart from alteration, the workplace can also encourage employee work performance.

The work environment is everything around the company, internal and external, which can influence employees in carrying out their duties. There are issues affecting PT Kereta Api Indonesia (Persero) DAOP 1 Jakarta workers in the workplace. When workers perceive an imbalance between their tasks and the available facilities, they become demotivated at work, affecting their performance. This is caused by a lack of workplace amenities supporting workers. Employees will be impacted by their workplace, directly or indirectly impacting the company's productivity. A

pleasant and fulfilling workplace for workers will undoubtedly improve the performance of employees.

Handaru et al. (2019) stated that the work environment also causes work productivity. If the work environment conditions reach an optimal level, it can have a concrete effect on workforce productivity. The work environment refers to elements around workers that have the potential to influence how employees perform their duties. Employee comfort leads to increased productivity in a pleasant work environment. On the other hand, employee dissatisfaction might harm productivity if the workplace is subpar (Wahyuningsih, 2018).

## **2. Literature Review and Hypothesis**

### **Employee performance**

Gazali & Zainurrafiqi (2023) that performance is the outcome of the quantity and quality of work that individuals do to fulfill their responsibilities depending on their responsibilities. In addition, performance is also interpreted as the results and efforts of a person obtained through their abilities and actions in certain conditions. According to Nasir et al. (2022), three causes influence employee performance: personal, which includes ability, creativity, desire, drive, self-confidence, breakthroughs, and initiative. The second is organizational, including clarity of goals, rewards given, leadership, work facilities and infrastructure provided by the organization, the process of running the organization, and work culture. The last is Psychological, which consists of impressions, behavior, identity, learning, and encouragement. Performance is basically what employees do, affecting their many contributions to the institution, including the quality of service. In order to enhance worker performance, organizations must develop the right human resources through a supportive work environment.

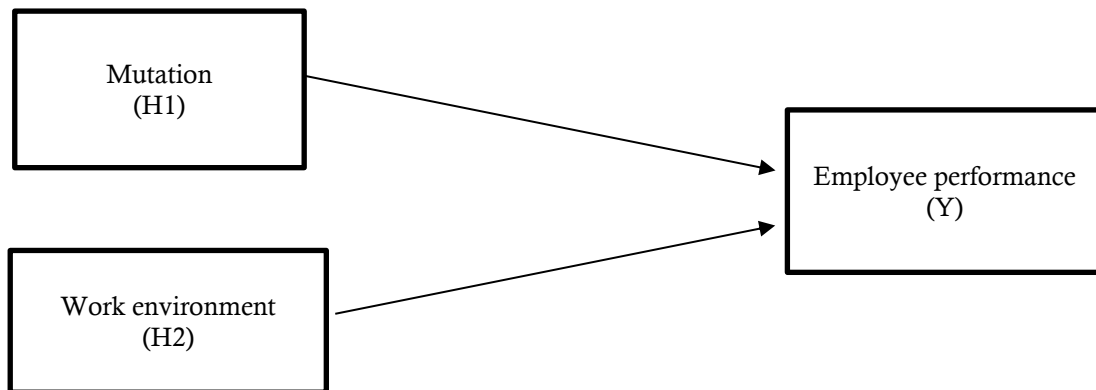
### **Mutation**

Erdan (2019) stated that mutation is a mechanism for developing human resources that can affect employee productivity in the workplace. Improving human resources through mutation can improve employee skills and creativity in work. Hasibuan (2020) explained that job mutation refers to changes in position, position, location, or job task responsibilities, either horizontally or vertically, within the same organization. Novika (2018) states that mutation is the transfer of workers from one job to another that is considered the same, with the primary goal being that work tasks can be carried out better. According to Novemaryl et al. (2019), mutation refers to work activities related to transferring employee functions, responsibilities, and status in certain situations. Sari et al. (2020) define mutation as transferring workers from one work position to another.

### **Work environment**

Sedarmayanti (2017) stated that the work environment involves all equipment and materials encountered, the surrounding conditions in which a person works, their work methods, and work rules, both in an individual context and a group. Kasmir (2018) states that the work environment includes conditions or situations around the work location, including space, layout, facilities, and work relationships with coworkers. Afandi (2018) states that the work environment is a factor around employees that influences their level of satisfaction in carrying out their duties, hoping to achieve optimal work results. Darmadi (2020) states that the work environment involves all elements around a worker that can influence their success in carrying out the tasks, such as air conditioning, good lighting, and others. The work environment refers to the physical and non-physical conditions around the work location that can create a comfortable, safe, peaceful atmosphere, make employees feel at home, and so on (Sari et al., 2020).

### Research Concept Framework



**Figure 1. Research Concept Framework**

The research framework explains that Mutation (H1) and Work Environment (H2) both influence Employee Performance (Y). Job mutation can refresh motivation and prevent boredom, improving performance, but if not aligned with employee needs, it may lower morale (Hasibuan, 2017; Manalu, 2021). Meanwhile, a positive work environment enhances comfort and productivity, supporting better employee outcomes (Handaru et al., 2019; Wahyuningsih, 2018). These factors are key to improving performance at PT Kereta Api Indonesia (Persero) DAOP 1 Jakarta.

### Research Hypothesis

#### The Impact of Mutations on Employee Performance

According to Husain (2022), job mutations can significantly affect employee performance. The purpose of mutations implemented by companies is to improve work efficiency and effectiveness within the organization. Hasibuan (2019) defines mutations as changes in position, job role, location, or responsibilities, either horizontally or vertically, within an organization. Such changes are intended to refresh employees' motivation and reduce monotony, thus potentially enhancing performance. Furthermore, research by Husain (2022) confirms that mutations have a substantial positive effect on employee performance, as they can renew employees' enthusiasm and foster skill development.

Supporting this, the study by Setiawan and Santoso (2020) highlights that well-planned job rotations increase employees' adaptability and job satisfaction, leading to better performance outcomes. Likewise, Robbins and Judge (2019) emphasize that role variation prevents job boredom and keeps employees engaged, making them more productive and committed. Additionally, Sari and Susanto (2021) found that job mutations allow employees to explore new roles and expand their competencies, benefiting individual development and organizational goals.

**H1: Motivation has a positive effect on employee performance.**

#### The Influence of Work Environment on Employee Performance

Several studies, including those by Ahmad et al. (2019), Wahyudi (2019), and Management et al. (2021), have demonstrated that the work environment plays a significant role in shaping employee performance. A standardized and well-maintained work environment tends to promote higher productivity among employees. According to Puspitasari (2023), various factors influence employee performance, with the physical work environment being particularly critical. A supportive environment enhances employee comfort and morale, increasing work enthusiasm and efficiency. The physical conditions of the workplace — such as lighting, temperature, noise levels, and ergonomic design — significantly impact how effectively employees complete their tasks.

**H2: Work environment has a positive effect on employee performance**

### 3. Data and Method

#### Research Design

This study aims to examine how the work environment and mutation affect the performance of PT employees. Jakarta's Kereta Api Indonesia (Persero) Daop 1. Questionnaires given to PT workers served as the study's primary data source. Respondents include Kereta Api Indonesia (Persero) Daop 1 Jakarta. Associative analysis, multiple linear regression, and simple linear regression are the data analytic methods employed in this work. The analysis approach used in this study combines multiple linear regression with straightforward linear regression.

The effects of each independent variable (mutation and work environment) on employee performance will be examined using simple linear regression. In contrast, the combined impact of both independent factors on employee performance will be evaluated simultaneously using multiple linear regression. This method was chosen because it provides a more comprehensive understanding of the factors affecting performance by distinctly defining the impact of work environment and individual and group mutation on employee performance. These regression models can be used to determine and measure correlations between variables methodically and statistically soundly.

#### Method of collecting data

The types of data used in this study are documentary and subject data. The documentary data used in this study are in the form of research journals, books, and publications of PT. Kereta Api Indonesia (Persero) Daop 1 Jakarta, namely regarding PT's brief development history, organizational structure, and business fields. Kereta Api Indonesia (Persero) Daop 1 Jakarta. The subject data used in this study are in the form of PT employees' opinions, attitudes, and experiences. Kereta Api Indonesia (Persero) Daop 1 Jakarta. Primary data was obtained through distributing and filling out questionnaires addressed to PT employees. Kereta Api Indonesia (Persero) Daop 1 Jakarta uses a Likert scale consisting of 5 options with gradations.

#### Population and Sample

The population in this study were employees of PT. Kereta Api Indonesia (Persero) Daop 1 Jakarta totaling 64 respondents. The selection of samples using the proper method can accurately describe the actual population conditions and save research costs effectively. A sample that is too small can cause the study to be unable to describe the actual population conditions. Conversely, a too large sample can result in wasted research costs. The technique used to determine the sample in this study was saturated sampling. In this case, the sample used was all of the population totaling 64 people.

### 4. Results

#### Reliability Test

**Table 1. Reliability Test Results**

Variables	<i>Cronbach Alpha</i>	Critical Value	Information
Employee performance	0.789	0.600	Reliable
Mutation	0.846	0.600	Reliable
Work environment	0.771	0.600	Reliable

Source: Primary data (2024)

Table 1 above shows that employee performance, mutations, and work environment are reliable because the Cronbach Alpha value is above the Critical Value.



**Linearity Test****Table 2. Linearity Test Results**

Variables	<i>Sig of Linearity</i>	Significant Level	Information
Employee Performance Against Mutation	0.00	0.05	Linear
Employee Performance towards Work Environment	0.00	0.05	Linear

Source: Primary data (2024)

Employee performance variables and mutations have a linear relationship, and employee performance and the work environment have a linear relationship, according to Table 2 above, which shows that the linearity significance value is 0.00. The value is less than 0.05 relationship.

**Simple Linear Regression Analysis****Table 3. Results of Multiple Linear Regression Analysis**

Variables	Regression Coefficient	t-count	Significant
<b>The Impact of Mutations on Employee Performance</b>			
Constants	18,446	3.231	0.002
Mutation	0.488	3,535	0.001
R2		0.168	
<b>The Influence of Work Environment on Employee Performance</b>			
Constants	22,088	6,783	0,000
Work environment	0.554	5.108	0,000
R2	0.296		

Source: Primary data (2024)

Based on Table 3 above, With a coefficient of determination (R2) of 0.168, mutations account for 16.8% of the performance of Kereta Api Indonesia (Persero) DAOP 1 Jakarta personnel. Mutation has a favorable and considerable impact, but other factors that are not examined, such as the workplace, account for the remaining 83.2%. At a fundamental level of 99% on the performance of Kereta Api Indonesia (Persero) DAOP 1 Jakarta employees.

The Employee performance at Kereta Api Indonesia (Persero) DAOP 1 Jakarta is influenced by mutation to 29.6%, according to the coefficient of determination R2 of 0.296. Although unstudied factors like the workplace account for 70.4% of the total, the mutation has a favorable and noteworthy impact at a fundamental level of 99% on the performance of PT Kereta Api Indonesia (Persero) DAOP 1 Jakarta employees.

**Multiple Linear Regression Analysis****Table 4. Results of Multiple Linear Regression Analysis**

Variables	Regression Coefficient	t-count	Significant
Constants	9.126	1,709	0.093
Mutation	0.364	2.966	0.004
Work environment	0.486	4,640	0,000

Source: Primary data (2024)

Based on Table 4 above, Mutation At PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta, the work environment has a 99% favorable and significant impact on employee performance. The

mutation regression coefficient is positive at 0.364, which indicates that a single mutation will boost employee performance at PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta by 0.364 times, or vice versa. Employee performance at PT will rise if the work environment is improved once, according to the work environment regression coefficient, which is positive at 0.486. Kereta Api Indonesia (Persero) DAOP 1 Jakarta by 0.486 times or vice versa, assuming a constant work environment.

## 5. Discussion

### **The Influence of Mutation on Employee Performance of PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta**

The study's results show that mutations support improving employee performance at PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta. This is because mutations can add experience in the field and increase understanding of new work tasks for the company's needs, thus making employees more responsible for the tasks or positions given.

This finding is consistent with previous research by Saing Bungaran (2017), Anjani & Tevianna (2024), and Husain (2022), which confirms that mutation significantly enhances employee performance. Additionally, research by Gamage (2018) and Rahman & Islam (2021) supports these findings, highlighting that strategic mutations such as placing employees in roles that match their competencies can lead to increased motivation, productivity, and overall performance. Proper alignment of an employee's skills and experiences with their job responsibilities is essential for ensuring that mutations positively impact their work outcomes. Therefore, when implementing mutations, the company must consider factors such as job suitability, skill compatibility, and employee readiness. This ensures that the mutation process supports individual growth and optimizes organizational performance.

### **The Influence of Work Environment on Employee Performance of PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta**

The study's findings indicate that PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta employees' performance will improve due to an improved work environment. Enhancing the working environment can facilitate work tasks, make it more comfortable to work in, and boost focus. The findings of this study are consistent with those of studies by Firdaus & Rizqi (2024) and Puspitasari (2023), who claimed that the workplace influences employee performance.

These results are consistent with studies by Firdaus and Rizqi (2024) and Puspitasari (2023), which discovered that the workplace significantly impacts employees' performance. Additionally, studies by Rachmawati (2022) and Gunawan & Pratama (2021) further emphasize that physical work conditions, social environment, and organizational support contribute to improved job satisfaction and higher performance. A positive work environment fosters a sense of belonging, reduces turnover rates, and encourages employees to put forth their best efforts. For PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta, ensuring continuous work environment improvement should be a key priority, as it plays a vital role in enhancing employee performance and achieving organizational goals.

## 6. Conclusion

The aforementioned findings of the study indicate that the presence of mutations contributes to the enhancement of employee performance at PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta, and the enhancement of the work environment will also contribute to employee performance at PT. Kereta Api Indonesia (Persero) DAOP 1 Jakarta.

The managerial implications are as follows: In a dynamic work environment, managing transfers and the work environment are two important factors that directly impact worker performance. Therefore, to improve employee pleasure and productivity, managers must comprehend the influence and respond appropriately. In summary, proficient handling of transfers and the workplace will enhance team and organizational performance and improve individual

performance. Proactive managers in this area will establish a workplace that is efficient and supports employee growth and development.

### Recommendation

Based on the conclusions given, companies are advised to implement an effective mutation program, which is aimed not only at meeting operational needs but also for employee career development. The mutation process must be carried out transparently and fairly, considering employee competence and potential must be considered. Companies must ensure that the work environment is safe and comfortable and supports productivity. Programs to improve the quality of the work environment, such as providing adequate facilities.

### Limitations and avenues for future research

This study can be a consideration for future researchers who want to focus on mutation variables and the work environment. It is recommended that other variables, such as work motivation, organizational culture, or leadership, be added to obtain more comprehensive and accurate research results. Future research can provide a more complete picture of the factors influencing employee performance by adding other variables.

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