

Leadership Role in Implementation of Mutations on Employees' Performance, Department of Education and Culture, Jeneponto

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ABSTRACT

Leaders as an aspect of human resources have an important role in various activities of an institution. Leadership is a manifestation of a person's ability to influence members or subordinates to be willing to work to achieve agreed goals. Often during certain periods, employees are transferred. Transfers are caused by several reasons, such as filling employee vacancies in other offices, filling executive level positions and transferring executive duties, career development and position promotions, and *the spoil system*, namely mutations carried out on the basis of kinship and considerations of likes or dislikes so that employees are hired. mutation is not based on performance considerations. These various reasons clearly have an impact on the work rhythm which was previously well organized and organized. This research aims to find out: (1) Implementation of Mutations at the Jeneponto Regency Education and Culture Office; (2) Employee Performance at the Jeneponto Regency Education and Culture Service; (3) Implementation of Mutations on Employee Performance at the Jeneponto Regency Education and Culture Office. This research is a qualitative descriptive research with a phenomenological and sociological approach. The data source was obtained from employees of the Jeneponto Regency Education and Culture Office. Data collection techniques were carried out through observation, interviews and documentation. The research instrument is an interview guide. Data analysis was carried out using data reduction techniques, data presentation and drawing conclusions or verification. Data validity testing uses source triangulation. The results of the research show that implementing mutations is not the authority or decision of the leadership of the Jeneponto Regency Education and Culture Service as a whole. Mutations are carried out because of a messenger letter from BKD for reasons of *career development*, filling vacant positions, filling executive level positions, promotions and *spoiled systems*; *not the decision of the leadership of the agency concerned*. The performance of transferred employees varies according to their respective fields so that the tasks given can be completed and achieve the desired goals. In short, the implementation of communication for employees of the Jeneponto Regency Education and Culture Office was not carried out immediately, but was based on a decision letter from the BKD. The performance of Jeneponto Regency Education and Culture Service employees varies according to their duties and procedures as well as their commitment to achieving targets.

KEYWORDS

Leadership, Transfer, Performance

1. INTRODUCTION

Human resource management (HRM) is a way of maximally managing the relationships and roles of resources owned by individuals so that the joint goals of institutions/agencies and employees in society can be achieved optimally. Hasibuan, (2017) believes that humans are the most important resource in an organization. Sola, (2020) said that leadership is interpreted as an individual's ability to guide, mobilize and direct members or subordinates regarding the implementation of the process education and teaching in order to realize the stated goals set. With the gift of reason, leadership can achieve success through developing talent, work, motivation, creativity, and innovation. Mutation can be understood as the activity of transferring employees from their current job to another job within the organization (Priansa, 2014). In a narrower sense, (Thoha, 2016) stated that transfers are transfers of civil servants between districts/cities within a province determined by the governor after obtaining consideration from the Head of the State Civil Service Agency. Mutualization functions as employee development to increase work efficiency and effectiveness in organizations/institutions (government/ private). Through communication, leaders can assess the extent of an employee's abilities, which will have an influence on the development of the organization/institution. According to Law no. 43 of 1999, the basis used to determine employee transfers includes; length of work period in a field of work, refreshment, institutional/agency/organizational needs, knowledge and skills and special reasons (for example joining your husband). Mutations are carried out at least once every 2 years and a maximum of every 4 years, carried out based on work unit. The objectives of transfers according to Syukur, (2015) include: 1) To increase employee productivity; 2) To create a balance between workforce and job composition or position; 3) To expand or increase employee knowledge; 4) To provide incentives so that employees want to strive for higher career advancement.

Implementation of mutations in an institution/agency should be carried out purely without any other elements so that employees can develop their careers with the abilities they have. 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). Implementation of employee transfers is carried out based on *the seniority system, spoiled system* and *merit system*. *The seniority system* is mutation based on the basis of the length of service, age and work experience of the employee concerned. This mutation system is not objective because the skills of people who are transferred based on seniority are not necessarily capable of occupying new positions. *Spoiled system* is a mutation that is based on kinship. This mutation system is not good because it is based on considerations of likes or dislikes. *A merit system* is an employee transfer that is based on a scientific, objective basis based on work performance results. This *merit system* is a good basis for transfers because work output and productivity increases, work morale increases, the number of errors decreases, employee discipline improves, and the number of work accidents will decrease (Sjafri, 2014).

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Some basic criteria for measuring performance are: 1) Quality of work (*quality*) is a value in the form of a process or result of thoroughness in carrying out work, perfection of the work itself; 2) Quantity of work (*quantity*) is the amount of work done, produced and eliminated, such as the value of money, the number of goods or the number of activities that have been done or carried out; 3) Timeliness is the value of a job that can be carried out in accordance with the specified time so that the desired goal is

achieved; 4) Cost effectiveness (*cost-effectiveness*) is the relationship with organizational resources in obtaining or obtaining wasteful results in using organizational resources; 5) The need for supervision , namely that employees can complete work or job functions without the assistance of a leader or supervisory intervention from the leader , and 6) Self-efficacy (*Interpersonal Impact*) ; the ability possessed by individuals to increase feelings of self-esteem, goodwill and cooperation among fellow employees and subordinates . In short, it can be concluded that whether an employee is successful or not in carrying out their activities his task can assessed from 6 indicator, ie 1) *quality* ; 2) *quantity*; 3) *timeliness*; 4) *cost-effectiveness*; 5) *need for supervision* ; And 6) *interpersonal impact* (Sola, 2022).

2. METHODOLOGY

Research is classified as qualitative descriptive research which reveals the circumstances or situations studied in accordance with the facts at the time the research was conducted relating to the Implementation of Mutations on Employee Performance at the Jeneponto Regency Education and Culture Office. The data sources in this research are employees of the Jeneponto Regency Education and Culture Office. Data collection techniques were carried out through *participant observation* , *in - depth interviews* , and *documents* . The research instrument uses an interview guide. Data analysis using reduction techniques data (*Data Reduction*) , data presentation (*Data Display*) , and drawing conclusions (*Verification*). Testing the validity of the data was carried out by source triangulation.

3. RESULTS AND DISCUSSION

Mutation is a change in position, title, place, work carried out both horizontally and vertically in an organization. Mutation is an activity carried out based on policy to implement the principle "*the right man on the right place and the right man on the right job*". It means; placement of the right people in the right places and positions (Syukur, 2015). Each members of the organization have equal opportunity to achieve a higher position. Job performance is the contribution and output given by employees in carrying out their duties, responsibilities, and functions as employees in the organization. The competition in improving job performance will arise if there is a guarantee that employee mutation is actually done objectively. The implementation of transfers at the Jeneponto Regency Education and Culture Service was carried out due to a decision letter from the Regional Personnel Agency (BKD) , not a decision by the agency leadership. Transfers at the Jeneponto Regency Education and Culture Office are more due to career advancement, superior assessment, filling employee vacancies in a field or institution, promotions and transfer of executive duties. This is in line with the objectives of mutation as stated by Syukur, (2015), namely 1) To increase employee productivity, 2) To create a balance between workforce and work composition or position, 3) To expand or increase employee knowledge, 4) To provide incentives to Employees are willing to strive for higher career advancement.

Apart from that , there are also mutations in this agency which are carried out using a *spoiled system* , that is, mutations are carried out on the basis of family ties and considerations of likes and dislikes. Basically, dealing with a *spoiled system* is not good because it doesn't look at the capacity of employees. In Sjafri, (2014) opinion, a *spoiled system* is a mutation that is based on family grounds , not the ability or skills of the employee being transferred. Furthermore, the length of service of employees who are transferred cannot be determined because transfers in that office depend on regional government (BKD) policy. Mutations can be carried out when the BKD issues a decision to carry out mutations. At the end of every year, the Jeneponto Regency Education and Culture Office carries out performance

evaluations so that employees know their performance capabilities and there could be transfers if there is a policy from the BKD.

Apart from the research findings for several of the reasons mentioned above, mutations also have positive effects, such as refreshing *the* work atmosphere in the institution, giving *rewards* to employees so that other employees are motivated, and eliminating employees' feelings of boredom towards their work, position or position. workplace. Zaidan et al., (2021) that promotion and mutation simultaneously affects employee performance . Apart from that, employee exchange will provide new ideas with new people, making it possible to create new things in a new atmosphere . All of this cannot be separated from the work performance of the employees. According to Hasibuan, (2017)there are several benefits of mutation, namely 1) Increasing employee work productivity , 2) Creating a balance between workforce and job composition or position , 3) Expanding or increasing employee knowledge , 4) Eliminating feelings of boredom/saturation with work , 5) Providing incentives so that employees want to strive for higher career advancement . Employee mutation will open up opportunities for competition in improving job performance (Mahendra, 2014). Thus, the more significant effect of mutation will be followed by the increase o n jobs performance (Zaidan et al., 2021).

4. CONCLUSION

Based on the research results, it can be concluded that:

- 1) The leadership of the Jeneponto Regency Education and Culture Service does not have the authority to transfer employees of this agency. Transfer of employees based on SK B and Regional Civil Service Agency (BKD).
- 2) Implementation of transfers for employees of the Jeneponto Regency Education and Culture Office is not carried out suddenly , but based on a decree BKD. Mutualization is carried out with various considerations, including filling vacancies , filling executive level positions, obtaining higher positions, career advancement and *spoiling the system*.
- 3) Performance of Jeneponto Regency Education and Culture Service employees has different performance according to their respective main duties and functions. Measuring employee performance is seen from tasks/work based on timeliness in completing tasks/work, thoroughness in work and cooperation between groups .
- 4) The application of mutations to the performance of Jeneponto Regency Education and Culture Service employees can refresh " reasoning power", and add new ideas with creative employees and increase experience and develop employees' careers in the new institutions/agencies they occupy.

Among the important points that agencies must pay attention to are:

- 1) It is important for the Jeneponto Regency Education and Culture Service to pay attention to employees who have good performance to provide opportunities for promotion .
- 2) It is important for the Regional Personnel Agency (BKD) to consider and analyze positions before transferring employees either from field to field or from institution to institution.
- 3) It is important for employees to develop their abilities, so that when there is an employee transfer, it is not just a transfer from institution to institution with the same position but what is expected is a mutation with a change in position both in terms of position and job.

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