

The Role of Mutations and Promotions on the Performance of Government Employees in Islamic University's Environment

Alnungki Herlinda¹, Deltri Apriyeni², Neldawati³, Suhelmi Helia⁴

Management Department, Sekolah Tinggi Ilmu Ekonomi "KBP"^{1,2,3,4}

Jl. Khatib Sulaiman No.61, Lolong Belanti, Kec. Padang Utara, Kota Padang, Sumatera Barat 25173, Indonesia

Corresponding Author: deltriapriyeni@gmail.com

ARTICLE INFORMATION

ABSTRACT

Publication information

Research article

HOW TO CITE

Herlinda, A., Apriyeni, D., Neldawati, N., & Helia, S. (2024). The role of mutations and promotions on the performance of government employees in Islamic University's environment. *Journal of International Conference Proceedings*, 7(1), 143-157

DOI:

<https://doi.org/10.32535/jicp.v7i1.3162>

Copyright @ 2024 owned by Author(s).
Published by JICP



This is an open-access article.
License: Attribution-Noncommercial-Share Alike (CC BY-NC-SA)

Received: 13 March 2024

Accepted: 14 April 2024

Published: 16 May 2024

This research aims to determine the process of implementing transfers and promotions and their role in improving performance at UIN Imam Bonjol Padang. It addresses obstacles encountered and mitigation strategies. Employing a descriptive qualitative approach, primary and secondary data were collected from employees and related agencies. Qualitative methods were used for data analysis. The research results show that the transfer and promotion processes carried out are by following the institutional SOP. Transfers are carried out based on suitability between ASN employee competencies and position requirements, position classification, and career patterns, taking into account the principle of prohibiting conflicts of interest. Meanwhile, one of the job promotion processes begins with a Competency Assessment. The transfer and promotion process plays a role in improving performance by achieving institutional work targets. There are still obstacles in the transfer and promotion process within UIN Imam Bonjol Padang. Based on the results of the study, it is recommended that organizations continue to improve employee capabilities through skills training provided periodically. For this reason, it is necessary to allocate funds from institutions to develop quality human resources for the future progress of UIN Imam Bonjol.

Keywords: Employee Performance; Government Employee; Job Environment; Job Mutation; Job Promotion

INTRODUCTION

Employees in various units within the institution must have their performance managed so that it does not decline. Every day routine makes employees feel bored and bored. Mufti (2023) explains that employee transfers are carried out to accommodate employees in their work routines. It can increase employee understanding and abilities in other fields. Placed in positions that match their educational background. The placement or change in position or place of work of employees should be considered so that the purpose of employee job transfers does not have an impact on reducing performance because there are still employees who, after being transferred, are not able to complete their work. It is best to be placed according to your abilities and skills. Transfers must be carried out appropriately so that employees can provide a good and positive attitude, and be more enthusiastic in carrying out their work. Previous studies (Fahmiyati et al., 2019; Malikhah & Ananda, 2021; Kadir et al., 2021; Eriawan et al., 2022) state that employee transfers and promotions have a partial and simultaneous effect on performance. Promotion of positions for employees who have high achievements, their positions can be increased according to their abilities. Leaders or agencies should always try to increase promotions so that they have a positive impact on agency performance (Malikhah & Ananda, 2021).

The performance of human resources itself experiences increases and decreases (Fahmiyati et al., 2019). Performance is the result of work that can be achieved by a person or group of people in an organization, by following the authority and responsibility inherent in each of them, to achieve organizational goals legally, without violating the law, and by following the morals and ethics (Hayat, 2017). Furthermore, according to Kasmir (2019), some factors influence performance, including; abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Then Wijaya & Fauji (2021) and Nora et al., (2022) explained that in an organization what is needed is work discipline, knowledge, work environment, leadership, and supervision. Syahputra and Jufrizen (2019) explained that education and training are human resource development activities to increase knowledge, abilities, and skills, as well as improve performance. Striving to develop employees' intellectual abilities and personality (Sari et al., 2020).

Transfers increase job satisfaction due to new challenges and situations faced and gaining new knowledge and skills. Encouraging individuals so that individual achievement increases (Purba, 2020). Multiskilled employees have proven to be an important reserve capacity for restoring service levels in the face of unexpected variations including the transfer of multiskilled employees between different units (Macvicar et al., 2017). Employees must be matched to positions to increase human capital-based value creation (Weller et al., 2019). By fostering a positive and supportive work environment, organizations can increase diversity, creativity, and performance among their employees through the transfer of emergent training and provide organizations with practical models for strengthening human resources (Islam & Ahmed, 2018)

According to Hasibuan, (2019), promotion is the process of moving from the position currently held to a new position with higher status and responsibility than before. Provided facilities through increased salary/other wages. Meanwhile, Siagian (2018) believes that promotions given are recognition of employee work results and achievements. So, by promoting positions for employees who have high achievements, their positions will be improved according to their abilities. Employees who have the

desire to experience a high promotion will tend to have high performance (Syahputra & Jufrizen, 2019).

After testing the correlation between job promotion variables and employee performance by Fatah and Janah (2020), it can be said that the relationship between job promotion and performance is relatively strong. Creative and innovative employees need to be retained. The promotion system must also be transparent so that all employees can accept organizational decisions. Requires careful consideration. Wrong decisions will hurt the organization, thereby reducing employee performance. Impact on communication and collaboration between employees. Sila and Širok (2018) found something different from employee satisfaction, namely; there is employee indifference expressed regarding pay, rewards, benefits, working conditions, and communication. Therefore, Heslina and Syahrini, (2021) explain that leaders should pay attention to employee competence, create a work climate that can support employee and organizational performance, and encourage employee involvement in carrying out work.

Related dynamics lead to three distinct eras of the organizational life cycle: rapid growth and high-powered incentives driven by frequent promotional opportunities, moderate growth with infrequent promotion opportunities but large salary increases contingent on promotion, and ultimately stagnant organizations with low-powered incentives (Bennett & Levinthal, 2017). Furthermore, research conducted by Purba (2020) states that there is a significant relationship, both partially and simultaneously, between the variables of mutation and promotion on employee performance.

UIN Imam Bonjol is an institution that continues to grow in terms of the number of employees, faculties, and study programs. Employee transfer and promotion activities are necessary to support institutional performance, which can enable UIN Imam Bonjol to compete with similar institutions and achieve superior functional performance. Therefore, based on the function of transfer and promotion, which aims to enhance performance, it is essential to implement them effectively.

The researchers were highly motivated to conduct the study related to the role of transfers and promotions on employee performance. Because good and quality performance will lead institutions to progress and development, achieving organizational goals is crucial. That's why this research is very important to undertake. This study examines how the process is implemented, as well as the obstacles and efforts required. This transfer and promotion process differs from previous studies, thus providing additional insights related to the same topic for future researchers.

LITERATURE REVIEW

Employee Performance

Employee performance is an issue frequently encountered within organizations. Various factors influence it, including employee transfers conducted by the institution. Sari et al. (2020) found that job transfers have a significant impact on employee performance. Job transfers that are executed and aligned with the working conditions of employees will improve their performance outcomes. Furthermore, Kadir et al. (2021) explain that employee transfers affect performance, whereas employee promotions do not influence performance. Transfers have a greater impact on performance because they are more commonly implemented within organizations. Employee promotions are very limited, resulting in insignificant effects on performance.

Employee Mutations

Employee transfer or mutation is the process of moving employees from one location to another. Transfers encompass various activities, including relocating workers, shifting responsibilities, changing employment status, and so on (Theresia, 2019). Transfers are based on the principle of placing employees in different tasks to ensure they have high job satisfaction, which in turn allows them to excel. Work efficiency and effectiveness can be achieved through transfers (Purba, 2020).

Employee Promotions

Employee promotion is an alternative that institutions can implement to enhance organizational performance. Criteria supporting employee promotions must first be identified to ensure a positive impact on both the organization and the employees (Fahmiyati et al., 2019). Promotional activities conducted by the organization must be based on objective evaluations and the performance index achieved by the employees (Malikhah & Ananda, 2021).

RESEARCH METHOD

This type of research is descriptive qualitative, describing the phenomena that occur as a whole and presenting the data found by following the conditions that occur. The data used consists of primary data and secondary data. Primary data comes from information from sources such as research objects who took part in transfer and promotion activities. Then the results of observations, photos, and video recordings during the research process take place. Meanwhile, secondary data is obtained from related institutions by following research problems, documentation studies, etc. The data collection technique from research sources is *purposive sampling* or employees involved in job transfers and promotions, which have been adapted to the research objectives. Data collection techniques were carried out using observations at the research location, and interviews using interview guides, which had been adapted to the research objectives. The data analysis model used in this research refers to the qualitative research model proposed by Moleong (2018). Qualitative data analysis through several stages, namely data collection, data reduction, data presentation, and conclusion.

RESULTS

Employee Transfers at UIN Imam Bonjol Padang

One form of implementation of ASN management is the placement of ASN employees in carrying out organizational duties and functions. To maintain the quality of performance within the UIN Imam Bonjol Padang environment, the placement of ASN employees must consider competency, career patterns, and organizational needs within the UIN Imam Bonjol Padang environment. Transfer planning is carried out by taking into account competency aspects, career patterns, employee mapping, succession planning groups (talent pool), career transfer and development, assessment of work performance/performance and work behavior, organizational needs, and the nature of technical work.

Internal mutation or mutation within one agency is the repositioning (transfer) and/or placement of ASN employees within one agency. Transfers are carried out based on suitability between ASN employee competencies and position requirements, position classification, and career patterns, taking into account the principle of prohibiting conflicts of interest. Internal transfers are carried out by the Personnel Development Officer (PPK) after receiving consideration from the Work Assessment Team. Transfer plans made by the work unit/team in charge of human resources are submitted to the Performance

Assessment Team for consideration of transfers. Based on consideration of transfers from the Performance Assessment Team, the work unit/team in charge of human resources proposes transfers to the PPK. These transfers and promotions can affect employee performance. When employees are placed with a position or burden Work That does by following per under the skills or competencies they have will have an impact on performance. Apart from that, the impact of this mutation makes employees have to work extra because of the workloadnew, adapting to the work environment and creating relationships both with superiors and fellow employees to create cooperation good future. The following data on transfers and promotions that occurred within UIN Imam Bonjol Padang, can be seen in Table 1 below.

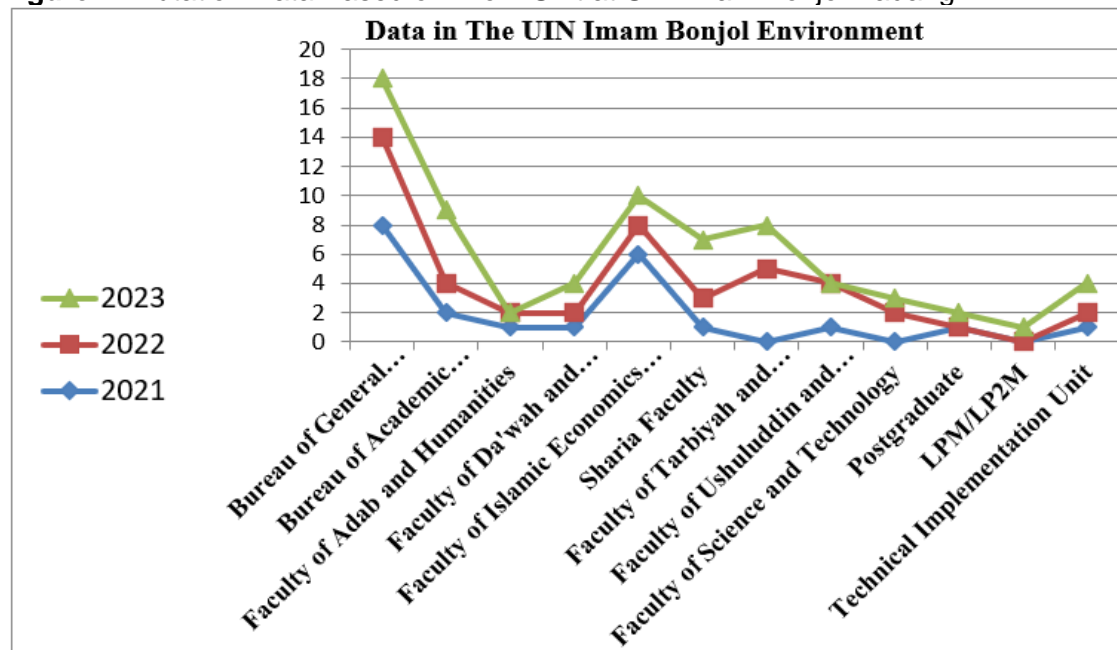
Table 1. Number of Employee Transfers Between Work Units 2021-2023 at UIN Imam Bonjol Padang

No	Work unit	Number of Employees Transferred (Year)		
		2021	2022	2023
1	General Administration, Planning, Finance and Personnel Bureau (AUPK)	8	6	4
2	Bureau of Academic Administration, Student Affairs and Cooperation	2	2	5
3	Faculty of Adab and Humanities	1	1	0
4	Faculty of Da'wah and Communication Sciences	1	1	2
5	Faculty of Islamic Economics and Business	6	2	2
6	Sharia Faculty	1	2	4
7	Faculty of Tarbiyah and Teacher Training	0	5	3
8	Faculty of Ushuluddin and Religious Studies	1	3	0
9	Faculty of Science and Technology	0	2	1
10	Postgraduate	1	0	1
11	LPM/LP2M	0	0	1
12	Technical Implementation Unit	1	1	2
Amount		22	25	25

Source: UIN Imam Bonjol Padang Staffing, 2023

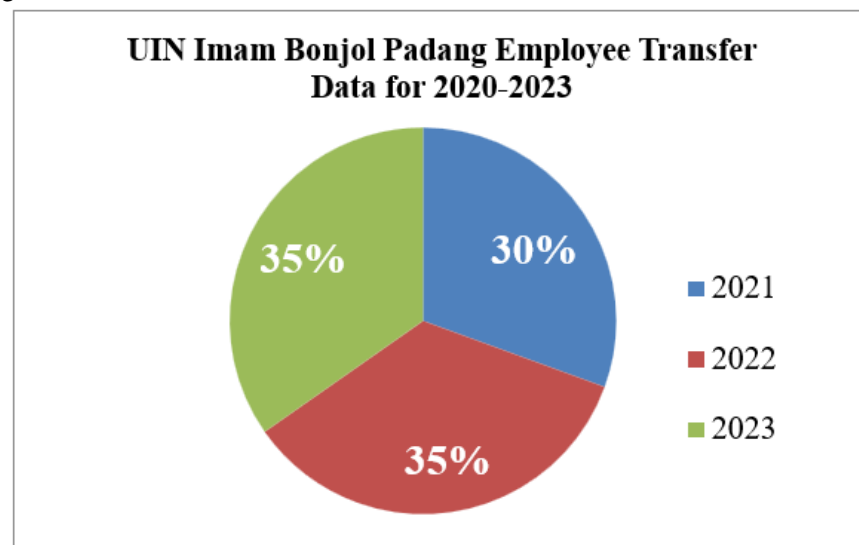
The implementation of the transfer was carried out by the Organizational and Personnel Function at the AUPK (General Planning and Finance Administration) Bureau of UIN Imam Bonjol Padang. The process is carried out if a position vacancy occurs due to an employee being promoted to a higher position, an employee retiring, and for employee development. Apart from that, the transfer was carried out because there was a suggestion for employees to be transferred to avoid boredom at work and in the context of employee development after all there was negative employee behavior due to the low level of employee discipline.

Figure 1. Mutation Data Based on Work Unit at UIN Imam Bonjol Padang



Source: UIN Imam Bonjol Padang Staffing, 2023

Figure 2. Graph of the Percentage of Mutations in the Environment UIN Imam Bonjol 2021-2023



Source: UIN Imam Bonjol Padang Staffing, 2023

Promotion Process within UIN Imam Bonjol Padang

One of the job promotion processes at UIN Imam Bonjol Padang begins with a Competency Assessment, aimed at mapping civil servants based on position competencies to create superior human resources for State Civil Service Employees (ASN) at UIN Imam Bonjol Padang. The process is as follows: (1) Announcement to work units within UIN Imam Bonjol Padang via letter, and electronic media (WhatsApp). Employees who have fulfilled the administrative requirements, namely rank and class, are allowed to register as competency assessment participants; and (2) Selection/assessment mechanism for managerial competence and field competence (task substance). Management competency assessment is carried out using

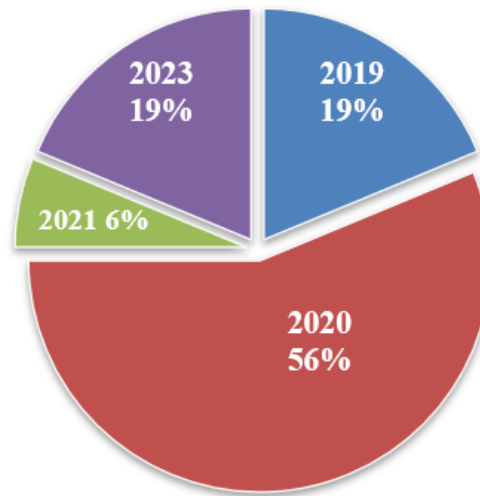
psychometric methodology, competency interviews, and case analysis and presentations. Meanwhile, field competency assessment is carried out using written and interview methods (field competency standards are prepared and determined by each person according to the needs of the position and can be assisted by an assessor.

By following Government Regulation Number 11 of 2017 and Number 17 of 2020 concerning The Management of Civil Servants, every Government Ministry/Institution is obliged to prepare a Civil Servant Profile. The civil servant profile is a collection of personnel information for each civil servant which consists of personal data, qualifications, position track record, competencies, history of competency development, history of performance assessment results, and other personnel information. The civil servant profile will be used to obtain position maps and fill positions through promotions, transfers, and position rotation for civil servants at UIN Imam Bonjol Padang. For this reason, it is necessary to prepare a competency mapping plan which will be carried out through gradual competency tests as a basic framework for creating a *talent pool* and establishing talent management. The participation of civil servants in taking competency assessments is mandatory so that their competency data is included in the employee mapping application at UIN Imam Bonjol Padang and included in civil servant career development planning in promotions, transfers, and rotations as well as preparation of training needs analysis and planning for competency-based training and training (TNA). A brief assessment is one way to assess someone. Then, regarding the part that is assessed, it focuses more on a person's competence and potential in carrying out their work activities. In other, words assessment is a tool to determine a person's ability to carry out work. By following Permenpan RB Number 3 of 2020 concerning ASN Talent Management, in general, the assessment aims to be able to place civil servants in places/positions according to their competence, and then to retain someone suitable for their place/position (by following the position and competence), determine the direction of competency development for those who are still not suitable and also protects against politicization and policies that conflict with the merit system (rules and regulations). On this basis, UIN Imam Bonjol Padang carries out employee competency assessments, so that employee profiles can be known and mapped according to their competencies.

Employees fill strategic positions given by the leadership to advance the governance of the assigned field. This position promotion is to improve the organization's performance so that the quality of service in the education sector becomes better. Because universities are required to produce graduates who are competent in their fields and able to compete in the world of work. Quality human resources in their fields are a part that must be improved for the future progress of the organization.

Figure 3. UIN Imam Bonjol Padang Promotion Data 2019-2023

UIN Imam Bonjol Padang Promotion Data



Source: UIN Imam Bonjol Padang Staffing, 2023

Achievements of the 2023 UIN Imam Bonjol Padang Performance Agreement and the Director General of Islamic Education

The following is an analysis of the performance agreement achievements of UIN Imam Bonjol Padang:

Table 2. Performance Achievements of UIN Imam Bonjol Padang Employees

No	Program Goals	Performance Indicators	Target	Realization
Higher Education Programs				
1	Strengthening of an education system with a moderate perspective	Average religious education test scores at PTK/PTU that contain religious moderation	75	90
2	Improving the quality of educators in education units	Percentage of certified faculty educators	85.78	82.40
		Percentage of lecturers with S3 qualifications	41.82	46.13
3	Increase student participation in educational units	The percentage of students increased at Imam Bonjol Padang UIN	10	32.5
4	Improving the quality of standards and education quality assurance systems	Presentase Prodi PTK yang terakreditasi A/Unggul	28.26	10.87
		Percentage of PTK that implements quality assurance system procedures and institutional management	65	95.65
5	The increase in PTK with an international reputation	The percentage of PTK that collaborates with the world of work/ industry in the selection and placement of graduates	6	10

		Average cumulative grade point average of PTK students' graduation		
		S1	3,49	3.35
		S2	3,58	3.53
		S3	3,63	3.67
		Average waiting period for graduates before getting a job	5	5
7	Improving the quality of research utilization	Percentage of nationally accredited scientific volumes	20	51.16
Management Support Program				
8	Improve effective and accountable organizational governance of Echelon 1 Unit	Pourcentage des résultats de suivi des examens terminés	96	100
		The Value of Self-Assessment of Bureaucratic Reform Implementation (PMPRB)	85	0
		The Value of the Government Agency Performance Value Accountability System (SAKIP)	78	65.98
		Maturity Value (SPIP)	2	2.93
		ASN Professionalism Index	65	65

Based on Table 2, it can be concluded that, overall, the performance achievements of UIN Imam Bonjol were achieved by following the targets that had been set. Several important points from the UIN Imam Bonjol Performance Report can be explained as follows.

The first program aims to strengthen the education system that adopts a moderate perspective. The performance indicator used is the average test score for religious subjects at PTK/PTU which contains elements of religious moderation. The target that has been set is 75, at the end of the year the realization of the average indicator for this moderated religious course reached 90, meaning it exceeded the target that had been set. The measurement analysis method is based on how many courses include material that is religious moderation.

The second program aims to improve the quality of teaching staff in educational units, with two main performance indicators. First, the percentage of lecturers who are certified educators, with a target of 85.78 % and a realization of 82.40%. The measurement method involves comparing the total number of lecturers with the number of lecturers who have been certified. At UIN Imam Bonjol Padang, out of a total of 375 lecturers, 309 of them are certified. The second performance indicator is the percentage of lecturers with doctoral qualifications, with a target of 41.82 % and a realization of 46.13%. The measurement method is by comparing the total number of lecturers with the number of lecturers who have doctoral degrees, which is 173 people.

The third program target is to increase student participation in educational units with the indicator of the percentage increase in students at UIN Imam Bonjol Padang, the target being set at 10% and the realization at 32.35 %. The measurement method is to compare the total number of students accepted in 2022 and 2023, namely 4,500 students accepted in 2023, while 3,400 students accepted in 2022, there is a difference of 1,100 students accepted in the previous year. The difference in the number of students is divided by the number of students accepted in 2023, and the percentage is 32.35%.

The fourth program aims to improve the quality of Education Quality Assurance standards and systems, with two main performance indicators. First, the percentage of PTK study programs that are accredited A/excellent, with a target of 28.26 % and realization of 10.87%. The measurement method is by comparing the number of study programs with the number of study programs that have been accredited A/excellent. UIN Imam Bonjol Padang has a total of 46 study programs, and of these, only 5 study programs have been accredited as superior. The second performance indicator is the percentage of PTK study programs that implement quality assurance and institutional management system procedures, with a target of 65% and a realization of 95.65 %. The measurement method is by comparing the number of study programs with the number of study programs that have complied with the internal quality audit (AMI), which reached 44 study programs.

The fifth program aims to improve the quality of PTK which has an international reputation, with two main performance indicators. First, the percentage of PTK that obtains an international reputation ranking, with a target of 10% and realization of 0%. Currently, at UIN Imam Bonjol no study program has an international reputation. In the future, study programs that have been accredited as superior will be aimed at achieving an international reputation, so the target for this performance indicator has not been achieved. The second performance indicator is the percentage increase in foreign students in study programs, with a target of 0.2 % and a realization of 53.85%. In 2022, the number of foreign students will be 7 people, and there will be an increase in 2023 to 13 people. The measurement method is to compare the number of foreign students in 2022 with the number of foreign students in 2023.

The sixth program target is to increase the quality of PTK graduates who are accepted into the world of work. The first indicator for this program is the percentage of PTK that collaborates with the world of work/industry in the selection and placement of graduates, target 6 and realization 10. The second performance indicator is the average cumulative achievement index of graduating students. PTK. a) S1 target 3.49% and realization 3.35%, b) S2 target 3.58% and realization 3.53%, c) S3 target 3.63% and realization 3.67%. The third performance indicator is the average waiting period for graduates before obtaining the target job which is set at 5 months and the realization is 5 months.

The seventh program aims to improve the quality of research utilization, with the main performance indicator being the percentage of nationally accredited scientific journals. The target set is 20%, and the current realization has reached 51.16 %. At UIN Imam Bonjol Padang, of the total 43 journals owned, 22 of them are accredited. The measurement method is carried out by comparing the total number of journals with the number of journals that have received national accreditation.

The eighth program aims to improve the organizational governance of Echelon 1 units to make them more effective and accountable. However, this program has not achieved maximum results because several performance indicators in the program did not work due to certain obstacles. The first performance indicator includes the percentage of

follow-up inspection results completed, with a target of 96% and a realization of 100%. Although targets have been achieved, several other performance indicators are facing obstacles. The second performance indicator regarding the self-assessment value of the implementation of Bureaucratic Reform (PMPRB) has a target of 85, but the realization is 0 because the measurement application has not been active since 2020. The third performance indicator, the Government Agency Performance Accountability System (SAKIP) value, has a target value of 78 and a realization of 65.98. The fourth performance indicator, SPIP Maturity value, has a target of 2 and a realization of 2.93. Even though it reached the desired value, SPIP Maturity management is no longer carried out, so the value of 2.93 reflects the old value. The final performance indicator is the ASN professionalism index, with a target of 65 and a realization of 65.

The Role of Employee Transfers in Improving Employee Performance

Along with efforts to motivate employees to work harder and achieve more, promotions are a challenge so that employees can improve their performance even better. Employee achievements increase value and prestige in the work environment. As stated by the informant in the research, namely, Fitria, who has worked for 22 years.

"Mutation to a new place has been a refreshing change in work. Boredom is inevitable being in the same position for years. Makes my motivation decrease. The quantity of work after transfer is not a problem. The work after the mutation was carried out was completed well. The transfer felt very effective for my career. Independence in work is maintained. Commitment to work does not decrease. Productivity increases and you can socialize with new employees. And there is a feeling of wanting to have a better career."

Based on statements from research sources, mutations provide positive experiences and prevent the feeling of boredom that arises when being in an old place for years. Transfers can increase motivation, work commitment, achievement, and feelings of wanting to have a better career. Therefore, it can be concluded that mutations have a good effect on employees and the organization.

Furthermore, the resource person who provided information was Eliza with 34 years of work experience, explaining as follows:

"The employee transfer that I underwent helped me to socialize well and helped me get to know the character of other people. So you feel comfortable in a new place. The quality and quantity of work have not changed, and the workload is much reduced in the new place. Moreover, in the new place, there are staff to help with the work. In the previous place, the work schedule was even tighter because the staff did not help. I feel that mutation is very effective for my career. Work more independently and have more motivation than before. When a conflict occurs between fellow employees, I try to resolve it myself, if it still can't, I hand it over to the management."

The Role of Employee Promotions in Improving Employee Performance

Every employee wants a better position than the previous one and is a dream to aspire to. Then promotion to this position is also synonymous with the competency and achievements achieved by the employee. Transferring to a higher position provides more motivation for the employee because the rewards obtained from the position also increase. Based on interviews with sources who took part in job promotions, Rita Marni who has been working for 25 years, it can be explained as follows:

"The new position has a wider scope of work with more staff. Different characters require me to be able to understand and try to avoid conflict. For this reason, it is necessary to approach all members of my team so that we can maintain better performance, and strive to achieve the targets set. The reference used is the sop that has been determined by the faculty. This is what we must encourage so that the quality of work can be maintained. For me, this promotion was very effective, increasing my work commitment and self-motivation. I try to work as best as possible so that the position i currently hold is the best place for me and can improve my achievements even better."

Next, an interview was conducted with Nelwati who has worked for almost 30 years. The explanation was as follows.

"I am very grateful to be able to take part in the promotion. With the responsibilities that I currently hold, I feel challenged to work much better. Previously, I had been tested for competency before occupying my current position. The promotion was very effective and made my career develop. I still want to continue to improve my quality and competence. Because my challenge in the future is to make the institution where I serve become more advanced and developed."

Obstacles in Employee Transfers and Promotions

The implementation of transfers and promotions within UIN Imam Bonjol has been carried out by following the personnel policies and management that have been regulated in the university's Strategic Plan. However, there are still various obstacles that arise in the employee transfer and promotion process, including as follows: (1) There are still requirements that have not been completed properly and correctly by employees who will be transferred or promoted to certain positions. So the files submitted must be returned and completed again. This will of course add time so that the process carried out is inefficient. And slow down the process of employee transfers and promotions which in urgent situations must be implemented immediately; (2) The implementation of employee transfers and promotions has taken into account various aspects, including educational background, skills, abilities, achievements, etc. However, there are still employees who cannot work optimally due to various obstacles, considering that the dynamics in the system are rapidly changing so employees' ability to adapt quickly is still limited; and (3) The socialization of the importance of implementing employee transfers and promotions within UIN Imam Bonjol is still poorly understood by employees. So there is no motivation to always improve your abilities to achieve a better position and a higher position.

Efforts to Overcome Employee Transfer and Promotion Obstacles

Various weaknesses and shortcomings that occur in the employee transfer and promotion process must be continuously improved to obtain optimal results in the future. The following are efforts that can be made to improve the employee transfer and promotion process. Firstly, employees who will carry out the transfer and promotion process are given clear instructions regarding examples and files that must be prepared so that errors do not occur in the files that must be included. This will involve efficiency and effectiveness in carrying out the process and speed up the implementation of the program to be implemented. Secondly, the competency of employees who will be transferred and promoted must be tested, so as not to have an impact on the slowness of the work carried out by the employee. Test equipment for capability tests is made validly by following established standard operating procedures. So that employees who

pass the ability test no longer experience problems with the employee's competency. Provide skills training to employees periodically so that the competencies they master continue to increase. Lastly, provide rewards for employees who have brilliant achievements so that they can have strong motivation to work and have high dedication to the progress of the organization.

DISCUSSION

The mutation process carried out within UIN Imam Bonjol Padang plays a role in improving employee performance for the progress of the institution because the refreshment carried out raises the enthusiasm to return to work and pursue the desired targets and positions, in addition to additional services received by employees. This can be proven based on research findings in the form of resource person statements and performance reports. The results of this research are in line with research conducted by Sari et al. (2020). The better the rotation or transfer carried out, the more influence and improvement the employee's performance will have.

Furthermore, this is confirmed by the research findings of Purba (2020). The implementation of transfers can increase cooperation with groups, these employees can be promoted, increase enthusiasm and work performance, and compete with other employees. The transfer system is important because individuals as workers will feel appreciated because they are not being wasted by the company, but rather placing their workforce in the right place. The same thing was expressed by Noer and Kuntag (2024), the need for human resource development tailored to the skills needed.

Promotions have a positive influence on employee careers. Employees can feel that the right people are in the right position, so they can advance the institution while maintaining excellent performance. The results of this research are in line with the research findings of Maulana (2019) which explain that The promotion of employee positions is very influential and significant on employee performance. The more opportunities for promotion are opened, the more compensation given will increase, which will lead to increased performance (Artha et al., 2023). Appreciation of employees at work must be appreciated, institutions must prioritize employee work performance, quality of work, timeliness of work, work effectiveness, quantity of work, work independence, and work loyalty. This statement is reinforced by Setiawan et al. (2024) the importance of leaders in providing motivation and moral support must always monitor and provide training to subordinates.

CONCLUSION

Based on the research findings phenomenon that has been described in the previous explanation, the following conclusions can be drawn. The transfer and promotion process carried out at UIN Imam Bonjol Padang has followed the implementation standards set by the institution. Transfers and Promotions can improve employee performance by realizing achievements that exceed the set targets. There are still obstacles that arise in implementing employee transfers and promotions, including; there are incomplete requirements for submitting transfers and promotions, there are still employees whose competence is low even though they have taken competency tests, there is still a lack of motivation to improve their performance to a better level. Efforts to overcome the problems that arise are by providing clear administrative instructions, increasing competence through training, and providing motivation with rewards to employees.

For institutional progress in the future, organizations must continue to improve employee capabilities through skills training provided periodically. For this reason, it is necessary to allocate funds from institutions to develop quality human resources for the future progress of UIN Imam Bonjol. Because competition in the education sector is getting tougher to provide services and produce output that can compete in the world of work.

ACKNOWLEDGMENT

N/A

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

REFERENCES

- Artha, D. R., Suardhika, I. N., & Landra, N. (2023). The servant leadership analysis and work motivation in determining organizational commitment and employee performance. *International Journal of Applied Business and International Management*, 8(2), 1-13. <https://doi.org/10.32535/ijabim.v8i2.1815>
- Bennett, V. M., & Levinthal, D. A. (2017). Firm lifecycles: Linking employee incentives and firm growth dynamics. *Strategic Management Journal*, 38(10), 2005-2018. <https://doi.org/10.1002/smj.2644>
- Eriawan, R., Apriyeni, D., & Chandra, R. (2022). Analysis of employee capability at Dinas Pekerjaan Umum dan Tata Ruang (PUPR) of the Mentawai Islands Regency. *International Journal of Innovative Science and Research Technology*, 7(11), 1425-1432.
- Fahmiyati, L., Kurniati, R. R., & Zunaida, D. (2019). Pengaruh promosi dan mutasi karyawan terhadap kinerja karyawan (studi kasus pada PT. Pindad (Persero) Divisi Munisi Turen, Malang). *JIAGABI (Jurnal Ilmu Administrasi Niaga/Bisnis)*, 8(3), 121-129.
- Fatah, A., & Janah, R. (2020). Pengaruh kompensasi dan promosi jabatan terhadap kinerja pegawai Dinas Pekerjaan Umum Kota Cilegon. *Procuratio: Jurnal Ilmiah Manajemen*, 8(1), 12-22.
- Hasibuan, H. M. (2019). *Manajemen Sumberdaya Manusia*. Bumi. Aksara
- Hayat, H. (2017). *Manajemen Pelayanan Publik*. PT Raja Grafindo Persada.
- Heslina, H., & Syahrini, A. (2021). The influence of information technology, human resources competency, and employee engagement on the performance of employees. *Golden Ratio of Human Resource Management*, 1(1), 01-12. <https://doi.org/10.52970/grhrm.v1i1.100>
- Islam, T., & Ahmed, I. (2018). Mechanism between perceived organizational support and transfer of training: Explanatory role of self-efficacy and job satisfaction. *Management Research Review*, 41(3), 296-313. <https://doi.org/10.1108/MRR-02-2017-0052>
- Kadir, A., Sampara, N., & Bachtiar, Y. (2021). Pengaruh demosi, mutasi dan promosi jabatan terhadap kinerja pegawai pada sekretariat daerah Kabupaten Pinrang. *Economos: Jurnal Ekonomi dan Bisnis*, 4(2), 105-112. <https://doi.org/10.31850/economos.v4i2.830>
- Kasmir, K. (2019). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Rajawali Pers.
- Mac-Vicar, M., Ferrer, J. C., Muñoz, J. C., & Henao, C. A. (2017). Real-time recovering strategies on personnel scheduling in the retail industry. *Computers & Industrial Engineering*, 113, 589-601. <https://doi.org/10.1016/j.cie.2017.09.045>
- Malikhah, I., & Ananda, G. C. (2021). Pengaruh promosi, mutasi dan demosi terhadap kinerja pegawai di lingkungan Universitas Pembangunan Panca Budi Medan.

- Economics, Business and Management Science Journal*, 1(2), 85-90.
- Maulana, W. (2019). Pengaruh promosi jabatan, kompensasi dan stres kerja terhadap kinerja karyawan PT. Tema (Trijaya Excel Madura) melalui kepuasan kerja. *Business Management Analysis Journal (BMAJ)*, 2(1), 34-51. <https://doi.org/10.24176/bmaj.v2i1.3185>
- Moleong, L. (2018). *Metodologi Penelitian Kualitatif*. PT Remaja Rosdakarya.
- Mufti, R. G. (2023). Pengaruh promosi, mutasi dan kompensasi terhadap kepuasan kerja pegawai. *Journal Of Public Policy And Applied Administration*, 5(1), 15-28.
- Noer, E., & Kuntag, J. R. (2024). Quality of work life at Unit Penyelenggara Bandar Udara (UPBU) Kelas 1 Mopah Merauke. *Asia Pacific Journal of Management and Education*, 7(1), 15-30. <https://doi.org/10.32535/apjme.v7i1.2928>
- Nora, F., Apriyeni, D., Volya, Y., Kumbara, Y. P., Pahlepi, T. W. (2022). Performance analysis of members of the regional people's legislative assembly of Kota Pariaman. *International Journal of Research in Education Humanities and Commerce*, 03(05), 119-135.
- Purba, J. H. (2020). Pengaruh mutasi dan promosi kerja terhadap kinerja karyawan. *Jurnal manajemen*, 1(2), 83-90.
- Sari, M., Onsardi, O., & Arianto, T. (2020). Pengaruh rotasi dan mutasi kerja terhadap kinerja karyawan PTPN 7 Cabang Bengkulu. *Jurnal Manajemen Modal Insani Dan Bisnis*, 1(1), 109-116.
- Setiawan, A., Winarno, W., & Ambarwati, S. D. A. (2024). Influence work-family conflict, family-work conflict on the performance of women nurses moderated by job satisfaction in Yogyakarta Grhasia Mental Hospital. *International Journal of Applied Business and International Management*, 9(1), 104-119. <https://doi.org/10.32535/ijabim.v9i1.2386>
- Siagian, P. S. (2018). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara.
- Sila, E., & Širok, K. (2018). The importance of employee satisfaction: A case study of a transportation and logistics service company. *Management (18544223)*, 13(2). <https://doi.org/10.26493/1854-4231.13.111-136>
- Syahputra, I., & Jufrizen, J. (2019). Pengaruh diklat, promosi, dan kepuasan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 104-116. <https://doi.org/10.30596/maneggio.v2i1.3364>
- Theresia S, Y. (2019). *Pengaruh Mutasi dan Promosi Jabatan Terhadap Kinerja Karyawan (Studi pada PT. Telkom Divisi Regional I) Medan* [Undergraduate thesis, Medan Area University]. Medan Area University Repository. <https://repositori.uma.ac.id/handle/123456789/10761>
- Weller, I., Hymer, C. B., Nyberg, A. J., & Ebert, J. (2019). How matching creates value: Cogs and wheels for human capital resources research. *Academy of Management Annals*, 13(1), 188-214. <https://doi.org/10.5465/annals.2016.0117>
- Wijaya, D. W. E., & Fauji, D. A. S. (2021). Determinan kinerja karyawan pada dinas pemberdayaan masyarakat dan desa Kabupaten Nganjuk. *Journal of Law, Administration, and Social Science*, 1(2), 84-94. <https://doi.org/10.54957/jolas.v1i2.103>