

The Influence of Transformational Leadership Style and Job Mutations on Employee Performance at BPJS Employment

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ABSTRACT

This research was conducted with the aim of determining the influence of transformational leadership style and job transfers on employee performance at BPJS Employment. The population in this study is all permanent employees of BPJS Employment, South Sumatra regional office in 2022-2023, totaling 100 employees. In this research, the respondents in this research are all 100 permanent employees at BPJS Employment in 2022-2023 and all of them are the number of respondents in this research using the census technique method. The results of multiple linear analysis show that transformational leadership style and job transfer have a positive and significant effect on employee performance. Transformational leadership style has a dominant influence on employee performance. Transformational leadership style, it is expected that the role of superiors needs to be an evaluation. Superiors are expected to provide enthusiasm and appreciation for employee performance results by giving awards to employees who provide good performance results and achieve achievements. Job transfers, it is hoped that the process for carrying out this rotation will need to be adjusted again. Where, if employees are often given work rotation, employees have to change their work environment and living environment.

INTRODUCTION

Human resources are an important part of a company and require management carried out by the organization in order to influence whether or not the goals of the organization are achieved, so that human resources are the most valuable asset a company has because they have an important role in determining the future fate of the company. The role of the organization is very necessary to form the commitment of its employees, organizations are required to be able to provide support to their employees. Employees who have organizational commitment are employees who are able to identify their involvement in the organization. Other factors that play a role in improving employee performance towards organizational commitment are leadership style and processes or the impact of mutations on performance in an organization.

BPJS Employment (Employment Social Security Administering Agency is a public legal entity that is responsible to the president and functions to organize social security programs for workers. It can also be said that BPJS Employment is a public program that provides protection for workers to overcome certain social and economic risks and its implementation uses a social insurance mechanism.

The history of the formation of BPJS Employment Palembang Branch is that, before it was transformed into BPJS Employment Palembang Branch, it was previously called PT. Jamsostek (Persero) and continues to undergo a very long process, starting from Law no. 33/1947 jo, Law no. 2/1951 concerning Work Accidents, Minister of Labor Regulation (PMP) No. 48/1952 jo, PMP No. 8/1956 concerning the regulation of assistance for workers' health care efforts, PMP No. 15/1957 concerning the establishment of the Labor Social Foundation, PMP No. 5/1964 concerning the establishment of the Workers' Social Security Fund Foundation (YDJS), enactment of Law no. 14/1969 concerning Labor Principles. Chronologically, the process of creating social insurance for workers is becoming increasingly transparent.

In 2011, Law Number 24 of 2011 concerning the Social Security Administering Agency (BPJS) was enacted. In accordance with the mandate of the law dated January 1 2014 PT. Jamsostek changed to a Public Legal Entity. PT. Jamsostek is still trusted to administer the workforce social security program which includes Work Accident Insurance (JKK), Death Insurance (JKM), Old Age Security (JHT) with the addition of Pension Security (JP) starting in July 2015. So in 2014 the Government implemented the program National Health Insurance (JKN) as a social security program for the community in accordance with Law Number 24 of 2011, the Government changed the name of Askes which is managed by PT. Askes Indonesia (Persero) became BPJS Health and changed Jamsostek which was managed by PT. Jamsostek (Persero) became BPJS Employment.

BPJS Employment has branch offices and pioneer branch offices in cities and districts spread across all corners of Indonesia. With so many branch offices, BPJS Employment management always carries out a transfer process for all employees and structural officials every year with placement spread throughout Indonesia. Each employee occupies a maximum of 1 position for a maximum of 5 years and structural officials occupy the same position for a maximum of 3 years. Every employee must undergo a mutation process while being a BPJS Employment employee. This mutation process certainly means that these employees have to adapt to the new environment and leadership. The results of the author's observations made at the BPJS Employment Regional Office of South Sumatra, there was an increase and decrease in performance achievements from 2018 to 2022 which can be seen from the following table:

Table 1
Key Performance Indicator for BPJS Employment for South Sumatra Regional Office

Year	Customers	Financial	Internal Business Process	Learning and Growth	Score	Rating
2018	9.45	19.04	66.46	5.70	100.65	10
2019	12.6	18.77	45.50	8.09	84.96	11
2020	19.95	21.53	43.57	13.64	98.69	7
2021	20.22	22.34	40.86	13.24	96.76	11
2022	37.62	19.19	46.24	9.32	112.37	2

Source: SMILE BPJS Employment, 2023

Table 2
Data on BPJS Employment Personnel Movements, South Sumatra Regional Office

No	Year	Total Employee Transfers	Total Employees
1	2018	70	334
2	2019	50	354
3	2020	95	347
4	2021	57	340
5	2022	161	337

Source: Internal Data from BPJS Employment South Sumatra Regional Office, 2023

Based on Table 2, it can be seen that the performance of BPJS Employment employees at the South Sumatra Regional Office experienced increases and decreases every year during 2018 - 2022. The highest score was 112.37 with 2nd place nationally, where this year there were incoming and outgoing mutations with the highest number during 2018 - 2022 with almost 50% of employees experiencing transfers from a total of 327 employees of the South Sumatra regional office in 2022. The entry and exit of employees can affect the sustainability of the organization both directly and indirectly and with the change of leaders every year of course it also has an influence on performance by Of course, everyone's leadership style is different.

The increase and decrease in performance is influenced by the mutation process carried out every year by BPJS Employment management. For employees who feel uncomfortable with their job, position and work environment, transfers are an unpleasant thing. Meanwhile, for some other employees, transfers are something that is eagerly awaited because they feel bored with the monotonous work atmosphere or want to get new challenges or new positions. In an agency, transfers are a common thing to do in an effort to provide opportunities for employees to gain more knowledge and experience so that they will be able to improve their performance.

This mutation can affect employee performance, if they are placed in a position or workload that is not in accordance with their skills or competencies. Apart from that, the impact of this mutation means that employees have to work extra because of the burden of the new position, adapt to the work environment and create good relationships with superiors and other employees so that good cooperation can be created in the future. For employees who are transferred, they have to move their belongings from the old office to the new office and need preparations to bring their families to move to a new place. This takes quite a long time, especially if they are transferred to an area that is quite far away, where the transfer process for BPJS Employment employees is very difficult. The turnover of all regions in Indonesia means that work in new positions is delayed and requires time to adapt.

LITERATURE REVIEW

A. Transformational Leadership Style

Transformational leadership can also be defined as leadership where leaders use charisma, apart from that they can also use intellectual stimulation to carry out transformation and revive their organization. According to Hakim (2018), transformational leaders are more concerned with re-actualizing their followers and the organization as a whole rather than giving instructions that are top down, meaning a top-down approach, which uses decision making by the government and then communicates it to the people. Apart from that, transformational leaders position themselves more as mentors who are willing to accommodate the aspirations of their subordinates

B. Job Transfer

According to Dessler (2005), a transfer is a move from one job to another, usually without a change in salary or level

C. Employee Performance

Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2016).

RESEARCH METHODS

The population in this study is all permanent employees of BPJS Employment, South Sumatra regional office in 2022-2023, totaling 100 employees. Determining the sample size used by the author in this research was the census method (saturated sampling), which is a sample determination technique when all members of the population are used as samples. The sampling method used in this research is the saturated sample method. The saturated sampling method is a sample determination technique when all members of the population are used as respondents.

In this research, the respondents in this research are all 100 permanent employees at BPJS Employment in 2022-2023 and all of them are the number of respondents in this research.

RESEARCH RESULT

- a. The constant value shows a positive value with a value of 2.521. This shows that the level of employee performance at BPJS Employment is considered to be that without the influence of transformational leadership style and job transfers, the magnitude of the employee performance variable is 2.521.
- b. The regression coefficient value for the transformational leadership style variable is 0.621 with a value t_{hitung} of 8.680, indicating that the transformational leadership style has a positive effect on employee performance. This shows that as the transformational leadership style increases, there will be an increase of 8,680.
- c. The regression coefficient value for the job transfer variable is 0.193 with a value t_{hitung} of 2.733, indicating that job transfers have a positive effect on employee performance. This shows that the more job transfers increase, the more experienced an increase of 2,733.

DISCUSSION

The Influence of Transformational Leadership Style on Employee Performance at BPJS Employment

The analysis results obtained in this research show that the transformational leadership style has a positive and significant effect on employee performance so that the first hypothesis can be accepted. The results of this research are in line with the results of research from (Zgrzepski, 2022); (Kalsoom et al., 2022); (Arif & Akram, 2022); (Mutholib & Ammy, 2022); (Zulkifli, 2022); (Muaja et al., 2022); (Paais & Pattiruhu, 2020); (Shafi et al., 2020); (Lai & Tang, 2020); (Li et al., 2019); (Miao & Cao, 2019); (Wei & Subhan, 2019); (Harb & Sidani, 2019); (Paoluccia et al., 2018) which shows that transformational leadership style has a positive and significant effect on employee performance.

Based on the results of the respondents' responses to the transformational leadership style variable in Table 2, Respondents' responses to the charisma dimension showed that the average percentage of answers was Strongly Disagree (0%), Disagree (2.33%), Neutral (24.33%), Agree (38%), and Strongly Agree (35.33%). This shows that superiors have positive charisma which makes employees respect superiors more and give superiors confidence in making decisions and leading. However, with respondents stating "Disagree", there is an indication that some employees cannot trust their superiors.

Respondents' responses to the inspirational motivation dimension showed that the average percentage of answers was Strongly Disagree (2.50 %), Disagree (4%), Neutral (21.5%), Agree (35.5%), and Strongly Agree (36%). This shows that superiors can provide encouragement to the team and are enthusiastic about the performance results produced by employees that are in the "Pretty Good" category. However, with there still being respondents who stated "Strongly Disagree" and "Disagree", there is an indication that some employees feel a lack of superiors in providing enthusiasm, motivation and appreciating the results of the employees' work.

Respondents' responses to the intellectual stimulation dimension showed that the average percentage of answers was Strongly Disagree (0.33 %), Disagree (2%), Neutral (20.67%), Agree (38.33%), Strongly Agree (38 %). This shows that the role of superiors at BPJS Employment in providing support, providing ideas as input and providing opportunities for employees to provide opinions is felt to be "good". However, with there still being respondents who stated "Strongly Disagree" and "Disagree", there is an indication that some employees feel there is a lack of role from superiors in providing opportunities for employees to provide responses.

Respondents' responses to the individual consideration dimension showed that the average percentage of answers was Strongly Disagree (0.5 %), Disagree (1%), Neutral (15.5%), Agree (39%), Strongly Agree (44%). This shows that superiors at BPJS Employment provide opportunities for all employees to develop skills and provide opportunities for employees to

develop better. Superiors provide opportunities to provide training to employees who need it, especially with frequent job transfers which sometimes do not match education with inappropriate job descriptions. So it is necessary to provide training so that employees can provide performance results that are in accordance with the agency's targets and expectations. However, with there still being respondents who stated "Strongly Disagree" and "Disagree", there is an indication that some employees feel that they are not given enough opportunities to develop their knowledge and skills.

Based on the overall results of respondents' responses to the transformational leadership style variable (X1) can it was concluded that of the five dimensions of transformational leadership style, the largest percentage for answers "Agree" and "Strongly Agree" was 83%, namely in the individual consideration dimension. Meanwhile, the lowest percentage was in the inspirational dimension, namely 72%. This means that the transformational leadership style in BPJS Employment is considered to be "Good enough".

The Effect of Job Transfers on Employee Performance at BPJS Employment

The analysis results obtained in this research show that job transfers have a positive and significant effect on employee performance so that the second hypothesis can be accepted. The results of the frequency of respondents' questionnaire answers show that job transfers have a positive and significant effect on employee performance. This research is in line with the results of research from (Mutholib & Ammy, 2022); (Hudiyah & Syaodih, 2022); (Zulkifli, 2022); (Mantouw et al., 2022); (Fardiansyah, 2021); (Kadir et al., 2021); (Malikhah, 2020); (Sari et al., 2020); (Nurmawati, 2020); (Arisandi, 2019); (Prasetyo et al., 2018) shows the results that job transfers have a positive and significant effect on employee performance.

Based on the results of respondents' responses to the job transfer variable in Table 2, respondents' responses to the promotion dimension show that the average percentage of answers is Strongly Disagree (0.5%), Disagree (3%), Neutral (18.5%), Agree (34%). 5%), and Strongly Agree (43.5%). This shows that the job promotions given at BPJS Employment are in accordance with the employee's educational level and length of service and are included in the "Good Enough" category. However, with respondents stating "Disagree", there is an indication that some employees feel that the promotions given are sometimes not in accordance with the employee's education and the job description given.

Respondents' responses to the job rotation dimension showed an average percentage of answers of Strongly Disagree (1%), Disagree (6%), Neutral (21%), Agree (30%), and Strongly Agree (42%). This shows that BPJS Employment often rotates employees within 1-2 years and is given according to need. However, with there still being respondents who stated "Strongly Disagree" and "Disagree", there is an indication that some employees feel that the work rotation provided is sometimes carried out for more than 2 years of work.

Respondents' responses to the production transfer dimension showed an average percentage of answers: Strongly Disagree (2%), Disagree (8.5%), Neutral (28.5%), Agree (24%), and Strongly Agree (37%). This shows that with frequent rotations and for employees with certain positions where work rotations are often carried out, employees must always be ready if they are transferred. This means that employees must continue to be able to adapt to new environments and new challenges that always exist in every work process at BPJS Employment. However, with there still being respondents who stated "Strongly Disagree" and "Disagree", there is an indication that some employees feel that this too frequent rotation means that employees are always given challenges both in new work environments and even new positions that are their responsibilities.

Respondents' responses to the replacement transfer dimension showed an average percentage of answers of Strongly Disagree (2.5%), Disagree (9%), Neutral (25.5%), Agree (37%), and Strongly Agree (26%). This shows that employees, especially permanent employees at BPJS Employment, must always be ready if asked to be transferred and are required to continue to develop. However, with there still being respondents who stated "Disagree", there is an indication that some employees say that the more frequent job transfers require employees to continue to be able to adapt to new environments.

Respondents' responses to the dimension of self-actualization needs showed an average percentage of answers: Strongly Disagree (0%), Disagree (8%), Neutral (23%), Agree (31.5%), Strongly Agree (37.5 %). This shows that female employees at BPJS Employment can apply for a transfer to follow their husbands. Apart from that, employees who have entered their retirement period are also given the opportunity to choose their work area if they meet the requirements. However, with there still being respondents who stated "Disagree", there is an indication that some employees, especially female employees, who want to apply for a transfer, one of them with their husband, employees say there are many procedures that need to be fulfilled and BPJS Employment only provides a few opportunities, which is still the case. Complained by female employees.

Based on the overall results of respondents' responses to the job transfer variable (X 2) can it was concluded that of the five dimensions, the largest percentage for answers "Agree" and "Strongly Agree" was 78%, namely in the promotion dimension. Meanwhile, the lowest percentage was in the physiological needs dimension, namely 61%. This means that the job transfers that BPJS Employment provides to its employees still have problems for some employees. One of them is the application process for female employees, where the process and opportunities offered are given a maximum limit. Apart from that, changes for transfers are felt to be too fast, which means employees have to change tasks. This is considered still insufficient even though the promotion dimension shows "Good" results.

CONCLUSION

The positive and significant impact of the transformational leadership style on employee performance, coupled with the favorable influence of job transfers, underscores the key factors driving enhanced productivity and effectiveness at BPJS Employment. Notably, the transformational leadership style emerges as the most dominant factor, highlighting its pivotal role in shaping employee performance within the organization.

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