



The Impact of Self-Efficacy and Employee Mutation on Employee Performance

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ABSTRACT

This study investigates the influence of self-efficacy and employee turnover on employee performance at PT. PLN (Persero) UP2B East Java. Employing a quantitative research design, data was analyzed using Smart PLS software. Given the small population, a census sampling method encompassed all 69 employees. Data collection was conducted through observations, interviews, and questionnaires. The analysis included tests for validity and reliability, R-Square evaluation, and hypothesis testing via bootstrapping. The results reveal that both self-efficacy and employee turnover positively influence employee performance. Employees with higher self-efficacy demonstrate superior job performance, and increased employee turnover is also linked to improved performance.

1. INTRODUCTION

1.1. Research Background

The success of an organization is heavily dependent on its human capital. Employees are a critical component, as they are responsible for driving the company's operations and enabling its growth. These human resources performance directly impacts the organization's overall performance. Therefore, companies must prioritize developing and managing their workforce, ensuring they have the necessary skills, knowledge, and capabilities to contribute effectively. To this end, companies should strategically focus on improving employee performance through well-designed initiatives and interventions.

Employee performance is a critical aspect of organizational success, reflecting the quality and quantity of work output in fulfilling assigned responsibilities, as defined by Mangkunegara [1]. Companies strive to achieve maximum employee performance to meet their established work targets. However, a concerning phenomenon has been observed at PT. PLN (Persero) UP2B East Java, where some work targets are not fully realized,

and specific targets cannot be completed within the prescribed timeframe. Based on interviews conducted by the researcher with an employee of PT. PLN (Persero) UP2B East Java, it was revealed that not all work targets set for the UP2B division can be accomplished on time. As a result, the division has to seek assistance from other units to achieve and fulfill these targets within the specified deadlines. This situation suggests that the level of employee performance at PT. PLN (Persero) UP2B East Java is still not optimized.

Various factors, including self-efficacy, can influence employee performance. According to Bandura's research [2], self-efficacy refers to an individual's belief in their capabilities to initiate actions and achieve goals. These self-assessments of one's abilities are often used as a reference point for work performance. Strong self-efficacy, as one of the individual's characteristics, can bolster self-confidence and drive an employee to enhance their performance [3]. Individuals with high self-efficacy tend to believe in their ability to perform their work well.

Conversely, a concerning phenomenon was observed among PT employees. PLN (Persero) UP2B East Java, where low self-efficacy appears to be prevalent. This is evident from the suboptimal employee performance, where specific work targets



require assistance from other units. Employees with low self-efficacy are likelier to exhibit less than optimal work performance, resulting in lower quality output or failure to meet the expected performance standards. This can be attributed to the lack of confidence in their capabilities.

Prior studies have yielded conflicting findings on the relationship between self-efficacy and employee performance. One line of research [4] has demonstrated self-efficacy's positive and significant influence on employee performance. In contrast, another study [5] has suggested that self-efficacy significantly impacts employee performance. These divergent results indicate an inconsistency in the observed effects of self-efficacy on employee outcomes. This inconsistency represents a gap in the existing research that merits further investigation. Exploring this research gap in-depth will help clarify whether self-efficacy plays a significant role in shaping employee performance. Resolving this discrepancy can contribute to a more comprehensive understanding of the factors driving employee productivity and organizational effectiveness.

In addition to self-efficacy, another factor that can impact employee performance is job transfer or relocation. Existing research by Ref. [6] has defined employee transfers as changes in an individual's position, title, work location, or job responsibilities within the organization, occurring horizontally or vertically. The occurrence of such transfers can influence employees' attitudes and their working relationships with new colleagues or team members, mainly if not managed effectively by the employer. This phenomenon is further supported by the findings from interviews conducted by the researcher with employees at PT. PLN (Persero) UP2B East Java. The interviews revealed that some employees expressed discomfort due to the changes in their teams resulting from the organization's frequent employee transfers.

The research also uncovered that the frequent transfer of supervisors can lead to employee discomfort. This is because each supervisor has a unique working style, requiring the employees to adapt to these changes continuously. Furthermore, employees may experience a sense of boredom stemming from limited opportunities for their transfers or relocations. Consequently, the employee transfer process must be carried out in a systematic, structured, and equitable manner to avoid creating disparities within the workforce [7]. Achieving this is essential to prevent adverse changes in employee attitudes and behaviors that could ultimately undermine their work performance.

1.2. Literature Review

1.2.1 Employee Performance

According to the research by Ref. [8], performance is conceptualized as the execution of work tasks and the resultant outcomes. Employee performance, in particular, refers to the work outputs of individual employees, which are closely tied to the organization's strategic goals, customer satisfaction, and the company's overall economic contributions. Furthermore, the framework proposed by Robbins [9], suggests that employee performance can be evaluated based on several key indicators, namely: 1) Quality of Work, 2) Quantity of Work, and 3) Timeliness of Work.

1.2.2 Self Efficacy

The research indicates that self-efficacy is characterized by an individual's confidence in their potential for success in achieving their goals [10]. This self-efficacy is centered on the person's evaluation of their capabilities, enabling them to commit themselves to their work tasks fully. Furthermore, the literature identifies several key indicators of self-efficacy [4], including 1) Belief in one's ability to perform work duties, 2) Perception of one's abilities as superior to others, 3) Seeking out challenges within one's work, and 4) Satisfaction derived from one's work performance.

1.2.3 Employee Mutation

According to the research by Hasibuan [11], employee transfer changes an individual's job position, title, and work setting, which can involve lateral moves across different roles and vertical promotions to higher-level positions. The study notes that organizations must be prepared to manage the potential risks associated with such employee transitions, including implementing structured job transfer programs. Building upon this, the framework proposed by Ref. [12], identifies three key indicators of employee transfer: 1) Promotion, 2) Employee Obsolescence, and 3) Demotion.

1.3. Conceptual Research

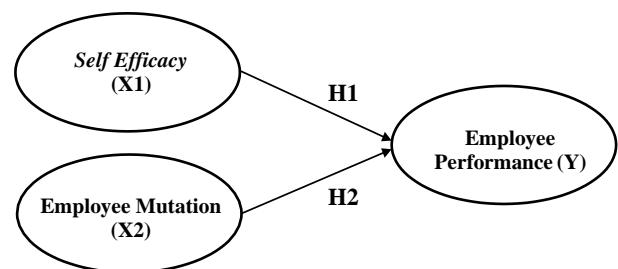


Fig. 1. Conceptual Research

1.4. Hypothesis

H1: Self-efficacy has a positive influence on the performance of employees at PT. PLN (Persero) UP2B in East Java.

H2: Employee Transfer has a positive influence on the performance of employees at PT. PLN (Persero)

2. MATERIALS AND METHODS

The present study utilized a quantitative research approach and employed a census sampling technique whereby all target population members were selected as the study sample. Specifically, the sample comprised 69 employees from PT. PLN (Persero) UP2B is located in East Java. Regarding data collection, the researchers relied on primary data sources, including observations, interviews, and questionnaires administered directly to the respondents. Data analysis was conducted using the Partial Least Square (PLS) application, which entailed performing validity tests, reliability assessments, and hypothesis testing procedures.

2.1 Population and Sample

2.1.1 Population

The research study was conducted with the entire population of employees at PT. PLN (Persero) UP2B located in East Java comprised 69 individuals.

2.1.2 Sample

The researchers utilized a census sampling approach for this study, wherein the entire population was included as the sample [13]. This sampling technique was selected due to the relatively small size of the target population, which consisted of fewer than 100 individuals. Consequently, the final sample size matched the total population of 69 employees.

3. RESULT AND DISCUSSION

3.1. Characteristics of Respondents

The descriptive profile of the survey participants indicates that the majority are male (57%) and under the age of 35 (48%). Additionally, most respondents hold bachelor's degrees (77%) and have work experience exceeding 10 years (38%).

3.2. PLS Model Analysis

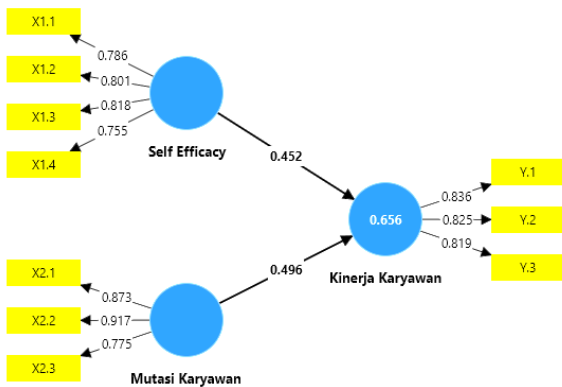


Fig. 2. Outer Model with Factor Loading, Path Coefisient, and R-Square

The PLS output analysis provides several key insights. Firstly, the factor loading values for each indicator are displayed above the arrows connecting the variables and indicators. The path coefficients, representing the relationships between the exogenous and endogenous variables, are shown above the corresponding arrows. Finally, the R-Square value, which indicates the model's explanatory power, is positioned within the circle representing the endogenous variable, in this case, employee performance.

3.3. Convergent Validity

The validity of the indicators in this study was assessed by examining the factor loading values presented in the outer loading. The factor loading represents the correlation between the indicator and the corresponding variable. The researchers determined that a factor loading greater than 0.5 would indicate sufficient convergent validity. The analysis revealed that all the indicators for the research variables, including self-efficacy, employee transfer, and employee performance, exhibited factor loadings exceeding the 0.5 threshold, satisfying the convergent validity criteria.

Table 1. Outer Loading

	<i>Self-Efficacy (X1)</i>	<i>Employee Mutation (X2)</i>	<i>Employee Performance (Y)</i>
X1.1	0.786		
X1.2	0.801		
X1.3	0.818		
X1.4	0.755		
X2.1		0.873	
X2.2		0.917	
X2.3		0.775	
Y1			0.836
Y2			0.825
Y3			0.819

3.4. Composite Reliability and AVE

The reliability construct is deemed satisfactory if its composite reliability value exceeds 0.70. This suggests that the indicators used to measure the latent variables are consistent and stable in their measurements. The results of the composite reliability analysis revealed that the self-efficacy variable has a value of 0.869, the employee transfer variable has a value of 0.892, and the employee performance variable has a value of 0.866. All three of these variables exhibit composite reliability values more significant than the 0.70 threshold, indicating that the variables in this study are reliable.

Table 2. Composite Reliability and AVE

Variable	Composite Reliability	AVE
Self-Efficacy	0.869	0.625
Employee Mutation	0.892	0.735
Employee Performance	0.866	0.683

The research also examined the Average Variance Extracted (AVE) values, which indicate the proportion of variance in the indicators accounted for by the respective latent variables. Convergent validity is considered adequate if the AVE exceeds 0.5. The analysis revealed that the self-efficacy variable has an AVE of 0.625, the employee transfer variable has an AVE of 0.735, and the employee performance variable has an AVE of 0.683. All three variables exhibit AVE values more significant than the 0.5 threshold, suggesting that the overall validity of the variables in this study is satisfactory.

3.5. R-Square

<i>R-Square</i>	
<i>Self Efficacy</i>	
Employee Mutation	
Employee Performance	0.656

The data presented in the table indicates that the R-squared value is 0.656. This suggests that the regression model can account for 65.6% of the variation observed in employee performance. In other words, the independent variables of self-efficacy and employee transfers explain 65.6% of the fluctuations in employee performance. The remaining 34.4% of the variance in employee performance is attributable to other factors that were not considered within the scope of this particular study.

3.6. Hypothesis Testing

Table 3. Path Coefficient

	<i>Path Coefficient (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (IO/STDEV)</i>	<i>P Values</i>
<i>Self-Efficacy -> Employee performance</i>	0.496	0.499	0.094	5.294	0.000
<i>Employee Mutation -> Employee Performance</i>	0.452	0.456	0.098	4.608	0.000

The results of the PLS (Partial Least Squares) analysis indicate that the p-values obtained are below the 0.05 significance level, leading to the following conclusions regarding the hypotheses:

1. The hypothesis that self-efficacy has a positive effect on employee performance is accepted. The p-value is 0.000, less than the 0.05 (5%) threshold. The path coefficient is 0.496, and the t-statistic is 5.294, more significant than 1.96, suggesting a positive relationship. Therefore, this hypothesis is accepted and is statistically significant (positive).
2. The hypothesis that employee transfer positively affects employee performance is also accepted. The p-value is 0.000, less than the 0.05 (5%) threshold. The path coefficient is 0.452, and the t-statistic is 4.608, more significant than 1.96, indicating a positive relationship. Therefore, this hypothesis is accepted and is statistically significant (positive).

3.7. Discussion

3.7.1 The Influence of Self-Efficacy on Employee Performance

The research findings indicate that self-efficacy has a significant positive impact on employee performance. One of the factors contributing to self-efficacy is the presence of work-related challenges. When employees can effectively manage these challenges, it helps to enhance their self-efficacy. Conversely, a lack of challenges in the work environment can lead to boredom, which may diminish employee confidence and performance. Therefore, work-related challenges can facilitate employee learning, development, and self-confidence in achieving their targets. Self-efficacy can be understood as an individual's belief in their ability to complete tasks at a certain level of difficulty [14]. Previous research [15] has also found a positive and significant relationship between self-efficacy and employee performance.

3.7.2 The Influence of Employee Mutation on Employee Performance

The research findings indicate that employee transfers significantly positively impact employee performance. An important factor to consider in employee transfers is the potential for employee boredom or monotony. Employee transfers are implemented to prevent employees from becoming bored with their work, as it exposes them to different tasks and skills that can eliminate monotonous routines and provide them with renewed enthusiasm. However, transfers predominantly focused on supervisors and not evenly distributed across all employees can lead to boredom and discomfort among the workforce, as some employees may feel they lack the opportunity and exposure to new challenges. To enhance work motivation and satisfaction, it is crucial to implement a fair transfer process that allows all employees to gain new experiences and opportunities for development. The results of this study align with prior research [16] that has found a positive and significant influence between employee transfers and employee performance.

4. CONCLUSION

The research findings suggest that employees' self-efficacy and the management of internal job transfers at PT. PLN (Persero) UP2B in East Java has a significant positive impact on employee performance. These insights underscore the importance of strengthening these factors to enhance employee productivity and performance. Based on these conclusions, the researchers propose several recommendations for the company. Firstly, it is advised that the organization assist employees in building their self-confidence by assigning challenging tasks and supporting them in setting goals that foster the development of their self-assurance, ultimately leading to improved employee performance. Secondly, the company should pay close attention to the employee transfer process, particularly in addressing employee boredom or monotony issues. Providing clear and transparent information about the transfer procedures can help reduce uncertainty and ensure a fair process, thus motivating employees to grow and mitigating the negative effects of boredom or monotony.

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