



Impact of Manpower Planning and Mutation on Employee Performance: BPJS Employment South Sumatra and Bangka Belitung

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Abstract The performance of employees at BPJS Employment, a state institution in Indonesia responsible for labor social security, has faced significant challenges and fluctuations. Particularly, the Regional Office of South Sumatra and Bangka Belitung experienced notable performance changes due to various internal policies. This study aims to investigate the impact of manpower planning and mutation on employee performance at BPJS Employment Regional Office South Sumatra and Bangka Belitung. The research examines how effective human resource planning and employee rotations influence performance outcomes. The study encompasses a population of 337 employees, with a sample of 183 respondents selected through a simple random sampling technique using the Slovin formula with a 5% error margin. Multiple linear regression analysis reveals that both manpower planning and mutations positively and significantly affect employee performance. The findings suggest that better manpower planning enables management to recruit the right number of employees, ensuring they are appropriately placed in positions that match their skills and organizational needs. Additionally, the mutation process, when aligned with job requirements and employee achievements, can enhance overall performance. These results highlight the necessity for BPJS Employment to continuously evaluate and improve their HR planning and mutation strategies to achieve optimal employee performance.

Keywords: Manpower Planing, Mutation, Employee Performance

INTRODUCTION

BPJS Employment (Employment Social Security Organizing Agency) has officially used the nickname BPJAMSOSTEK since the end of 2019. BPJAMSOSTEK, a state institution engaged in labor social security, is a Public Law Entity directly responsible to the [President of the Republic of Indonesia](#) for protecting workers in overcoming certain socioeconomic risks resulting from employment relations. Based on Law No. 24 of 2011 concerning the Labor Social Security Organizing body, as of January 1, 2014, BPJS Employment was formed from previously managed by PT Jamsostek (Persero). (www.bpjsketenagakerjaan.go.id).

The performance of BPJS Employment employees can be measured through key performance indicators (individual KPIs) of employees per position cluster with a composition of 70% and key behavior indicators (KBI) with a composition of 30%, as explained in the Regulation of the Board of Directors of BPJS Employment Number: PERDIR / 22 / 092021 concerning BPJS Employment Personnel Management. Another phenomenon in the BPJS Employment South Sumatra and Bangka Belitung Regional Office in the past three years was that the unit's performance was always ranked 11 out of 11 Regional Offices in the BPJS Employment organ itself.

In 2022, under the leadership of the new Deputy Regional Director and personnel reshuffles and to meet the employee-filling deficit gap, the South Sumatra and Bangka Belitung Regional Office was able to rise to achieve its brilliant performance by winning the national number

The Effect of Manpower Planing and Mutation on Employee Performance (Empirical Study at BPJS Employment Regional Office South Sumatra and Bangka Belitung) 2 title in terms of performance achievement. The mutation, rotation, and promotion policies, as well as the manpower plan carried out by management, significantly impact employee reactions, both positively and negatively. Positively, the reactions shown by employees seem to show better performance. Still, there are also negative reactions from employees with decreased performance, and some also choose to resign because the mutations made by management to these employees are not following their expectations.

The realization of the average performance of employees each year fluctuates throughout the year. The current problem is a phenomenon in the field that indicates that BPJS Employment employees do not have an optimal level of performance; this is shown by the decline in performance in vulnerable 2021 and 2022, where there was a surge in mutation policies that reached almost 50% of the total number of employees in the ranks of the South Sumatra and Bangka Belitung Regional Office.

One of the factors that affect employee performance is manpower planning (Malikhah, 2020). In addition, another source stated by Okonkwo et al. (2022) that manpower planning has a positive and significant effect on employee performance. In BPJS Employment, HR planning is known as manpower planning. The manpower plan condition at the BPJS Employment of South Sumatra and Bangka Belitung Regional Office under 2023 has a deficit from its ideal condition.

Currently, the filling of personnel at BPJS Employment South Sumatra and Bangka Belitung Regional Office, according to the manpower plan provisions from management, is 102% (data as of March 2023), increasing from the previous gap shortage condition even more than ideal conditions. The condition of the manpower plan that reaches full filling occurs due to the massive personnel mutation policy carried out by management.

One of the factors that affect employee performance is manpower planning (Al-Swidi et al., 2021). Previous research supports the significance of this factor. Desarno et al. (2021) found that human resource planning positively impacts business performance among private companies in Malaysia. Similarly, Saeed et al. (2023) demonstrated that HR planning and development improve organizational performance in Jordan's government sector. Additionally, research by Raman et al. (2024) on Jordanian commercial banks confirmed the positive effect of human resource planning on organizational performance. Mutation policies also play a critical role. Malikhah (2020) explored the relationship between mutation, behavior change, and employee performance at Bank BRI Manado Branch, showing positive and significant effects. However, different studies have reported varying outcomes. For example, Kadir et al. (2021) found that work mutations had a positive but insignificant impact on employee performance, whereas Muaja et al. (2022) reported a negative and insignificant effect. These studies highlight the complex nature of mutation policies and their diverse impacts on employee performance.

In August 2022, more than 2,000 employees at the non-structural position level experienced mutations nationally across all work units in Indonesia. For the South Sumatra and Bangka Belitung Regional Office, 177 personnel moved with mutations from the total number of employees, which was 337. Then, at the beginning of the year, precisely as of March 2023, the management ran a mutation policy again with a fantastic number of 64 personnel.

The mutation also occurred due to management's policy for appointing front-office employees. In the previous fixed-time work agreement (PKWT), the workforce would reach retirement age at 35. Still, the employee was allowed to take the test again to qualify as a back office employee. With a work agreement, the normal retirement age is at the age of 57. Another policy imposed by BPJS Employment management is eliminating the recruitment process for fresh graduate channel employees from 2019 to 2024, so currently, HR management is focused only on existing employees.

In the range of 2014 to 2018, the recruitment frequency was carried out quite often in one year, with many fresh graduate employees accepted. This results in high personnel costs and the age gap and position level between employees is quite far. So, the HR management carried out by BPJS Employment previously was also not strict in carrying out the process of mutation and rotation of employees, especially at the non-structural position level, so it was found that many employees had been occupying the same position level for a very long time and this was considered to have quite an impact on the performance of these employees.

The organizational structure, especially in the fields of Information Technology, General Affairs, and Human Resources and the Service Sector, has undergone several changes in the Division/Field that overshadows, namely in 2019, the general field in the Work Unit of the C and D Pratama Branch offices was made one with the financial sector, but in 2020 the general field became a unity with the service sector. In addition, in 2019, information technology (IT) units were found in Regional Office and Branch Office units, but in 2020, employees in the IT field were withdrawn from placement to Regional Offices so that there were no more IT employees in Branch Offices and IT work was delegated to the General and HR fields where employees in these fields were required to be able to master basic understanding related to hardware and software Information technology equipment even though employees do not have disciplines in the field. Furthermore, in 2023, the Information Technology unit in the Regional Office was abolished. It made one with the general and HR field units, which changed their terminology to the Digitalization, Human Capital, and Asset Fields.

While previous research has extensively examined the impacts of manpower planning and mutations on employee performance in various sectors and regions, this study is unique in its focus on BPJS Employment in the Regional Office of South Sumatra and Bangka Belitung. This institution operates under specific regulatory and operational conditions, making it a unique case study for understanding these HR practices' effects in Indonesia's public sector context. The findings of this research are expected to provide insights specifically tailored to the challenges and dynamics of state institutions, which are often underrepresented in existing literature.

The primary objective of this research is to determine the effect of manpower planning and mutations on employee performance at BPJS Employment Regional Office South Sumatra and Bangka Belitung. Specifically, the study aims to assess the influence of manpower planning on employee performance and evaluate the impact of mutation policies on employee performance. The benefits expected from this research include providing empirical evidence to BPJS Employment management on the importance of effective manpower planning and mutation policies, offering practical recommendations for improving HR practices to enhance employee performance and contributing to the academic literature on HR practices in public sector institutions, particularly in the Indonesian context. This study aims to inform policy and practice, ensuring that BPJS Employment can better align its HR strategies with its organizational goals to achieve optimal performance outcomes.

RESEARCH METHODS

This study employs a quantitative research method, utilizing surveys and statistical analysis to examine the impact of manpower planning and employee mutation on employee performance. The population includes all 337 employees of BPJS Employment in the South Sumatra and Bangka Belitung Regional Office. Using the Slovin formula with a 5% margin of error, a sample size of 183 employees was determined to ensure a representative sample. Participants were selected through a simple random sampling technique, ensuring every employee had an equal chance of being included, thereby minimizing selection bias. Data was collected using structured questionnaires to gather information on employees' perceptions of manpower planning and mutation processes. The responses were measured using a Likert scale, allowing for the quantification of subjective data. The research was conducted over six months, from January to June 2023. This timeframe included distributing and collecting questionnaires, data analysis, and reporting results. The study was carried out at the BPJS Employment South Sumatra and Bangka Belitung Regional Office, chosen for its diverse sample of employees from different departments and job roles, which is essential for a comprehensive analysis of the research variables.

RESULTS AND DISCUSSION

The results of the discussion were obtained as follows:

- 1) The value of the manpower planning variable ($X_{t_{count\ 1}}$) is 5.407, and the significance value is 0.001, then the $>$ value is ($5.407 > 1.973$) or the value (Sig.) $0.000 < 0.05$. This means manpower planning positively and significantly affects employee performance at BPJS Employment South Sumatra and Bangka Belitung Regional

The Effect of Manpower Planning and Mutation on Employee Performance (Empirical Study at BPJS Employment Regional Office South Sumatra and Bangka Belitung) Office. This proves that the first hypothesis of manpower planning has a positive and significant effect is acceptable. $t_{count} > t_{table}$

- 2) The value of the mutation variable ($X_{t_{count} 2}$) is 9.482, and the significance value is 0.000, then the $>$ value is ($9.482 > 1.973$) or the value (Sig.) $0.000 < 0.05$. This means mutations positively and significantly affect employee performance at the BPJS Employment South Sumatra and Bangka Belitung Regional Office. This proves that the hypothesis of both mutations having a positive and significant effect is acceptable.

$t_{count} > t_{table}$

The results of the analysis obtained in this study show that manpower planning has a positive and significant effect on employee performance, so the first hypothesis can be accepted. The results of this study are in line with the results of research from (Alqudah et al., 2023; Bhaskoro et al., 2024; Cachón-Rodríguez et al., 2022; Chakraborty & Biswas, 2020; Desarno et al., 2021; Kuok et al., 2022; Maharani & Saputra, 2021; Manroop et al., 2024; Nawaz et al., 2024; Ogbu Edeh PhD, 2020; Okonkwo et al., 2022; Pea-Assounga & Bindel Sibassaha, 2024; Ramadhini et al., 2023) shows the results that manpower planning has a positive and significant effect on employee performance. Different results are shown by research results from (Liaquat et al., 2024) showing the results that manpower planning has a positive and insignificant effect on employee performance.

Based on respondents' responses to the placement indicators, prospective employees have considered the position analysis and followed the classification and needs of each unit and field, showing the lowest value. Some employees are suspected of saying that the placement of prospective employees is not under the classification and needs needed in each work unit. With the rapid mutation process carried out by BPJS Employment, employees must always be ready to adapt to the environment, the job desc was given, and the work area usually carried out in different cities and even provinces. This results in employees getting job placements that are not by their level of education and positions that are under the position held.

Respondents' responses to the BPJS Employment indicator have applied the Termination of Employment (PHK) pattern in addition to layoffs because the retirement age is appropriate and does not cause difficulties for management or injure employee rights, showing the highest score. This shows that BPJS Employment is good at clearly and transparently providing regulations regarding termination of employment (PHK) and pensions to all employees. The provision of clear regulations regarding procedures layoffs and pensions to all employees lets employees know what the rules and prohibitions imposed by the agency are.

The results of the analysis obtained in this study show that mutations have a positive and significant effect on employee performance, so the second hypothesis can be accepted. The results of this study are in line with the results of research by (Alfani et al., 2023; Al-Swidi et al., 2021; Cao et al., 2023; Cristofaro, 2022; Kadir et al., 2021; Malikhah, 2020; Mantouw et al., 2022; Pea-Assounga & Bindel Sibassaha, 2024; Salameh et al., 2023; Tafese Keltu, 2024; Thaher & Jaaron, 2022; Toweula et al., 2022; Yan, 2022) shows the results that work mutations have a positive and significant effect on employee performance. Different results were shown by research results from (An et al., 2021; Gajenderan et al., 2023) shows the results that work mutations have a positive and insignificant effect on employee performance. Meanwhile, the results of research from (Muaja et al., 2022) show that the results of work mutations have a negative and insignificant effect on employee performance.

Based on respondents' responses to the indicator of employees with a high level of loyalty in achieving performance, the Agency has undergone mutations according to the applicable provisions in the HR management guidelines, and BPJS shows the lowest value. It is suspected that employees at BPJS Employment still feel that the provision of mutations is not in accordance with the provisions in the BPJS HR management guidelines. Some employees said that the mutation program carried out by BPJS Employment felt that the duration of mutations carried out was too fast, which was less than five years. Some respondents also feel this, as there are frequent changes in organizational structure with frequent employee changes.

Respondents' responses to the BPJS employment employee indicator that they always obey and comply with applicable regulations show the highest value. This shows that BPJS Employment employees always comply with all applicable regulations properly. BPJS Employment employees

already understand all the rules and prohibitions imposed by BPJS Employment very well. BPJS Employment also provides clear and easy-to-understand information about regulations and prohibitions.

CONCLUSION

Based on the results of the study, it can be concluded that certain factors affect the performance of employees at BPJS Employment South Sumatra and Bangka Belitung Regional Office. Manpower planning and employee mutation positively and significantly influence employee performance. This aligns with findings from previous studies showing that human resource planning (HR) and employee mutation can improve performance. However, problems related to the placement of prospective employees are not optimal, especially when considering the position analysis and the needs of the work unit. In addition, responses to mutation policies and regulatory compliance show variability. Some employees feel the mutation policy is done too quickly, while regulatory compliance looks high. This shows there are still areas to improve mutation policies to match employee expectations. In the context of regulatory compliance, BPJS Employment employees show a high level of compliance, indicating a good understanding of applicable regulations. Thus, it is recommended that BPJS Employment management continue to pay attention to HR planning and employee mutation policies to match organizational needs and employee expectations. Improved communication and transparency in policy implementation can also help improve employee responsiveness and compliance with existing regulations.

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