The Impact of Mutation and Organizational Culture on Performance through Job Satisfaction of Hasanuddin University Employees

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Abstract
This study aims to analyze; (i) the influence of work mutation variables and organizational culture on employee performance; (ii) the influence of work mutation variables and organizational culture on performance through job satisfaction; and (iii) the effect of job satisfaction variables on employee performance. The quantitative approach is used to test and analyze the factors that influence job satisfaction and employee performance. Research location at Hasanuddin University, Makassar. The population in this study were all employees who had been mutation in 2018 by 114 people. Withdrawal the number of samples in this study using saturated sampling. Data collection techniques using a questionnaire. The measurement scale used is a Likert scale with five components. Data analysis techniques in this study used path analysis. The results showed that the variable of work mutation and organizational culture had a positive and significant effect on employee performance. Work mutation variables and organizational culture have a positive and significant effect on performance through job satisfaction. Job satisfaction variable has a positive and significant effect on employee performance.

Keywords: work mutation, organizational culture, job satisfaction, and employee performance.

INTRODUCTION
The university as an educational institution that is always working to improve its performance as other organizations. Superior performance is one of the needs of the community and stakeholders for universities in Indonesia as a form of institutional responsibility in providing quality education (Suranto, 2017). The challenge of increasing the performance of higher education institutions is increasingly complex with various demands and obligations to be able to compete at the national and international level (Girikallo, 2017). The issue of quality as a keyword in education today. With change and development referring to the consideration of the importance of the education system to adjust the transformation. Quality depends on resource management, satisfaction, human resources and qualifications in the education system (Altınay et al. 2016).

Various strategies and approaches implemented by universities to improve their performance, such as the use of a strategic map (Sudaryo, 2015), the scorecard problem (Haryani, 2018), the balanced scorecard approach, while the findings of Rahyasih (2016) which state scientifically that the success of higher education is achieving high performance, can not be separated from the management of effective and efficient human resources. Rahyasih's findings are a study that emphasizes the importance of HR as the main capital of the organization. Mwaniki & Gathenya (2015) explained that the backbone or foundation of the organization is the core staff so that every organization should have the right people in the
right position and at the right time to increase organizational success. Yahya & Amalia (2016) also evaluated tertiary performance based on the work system implemented by the institution.

The function of HR is not just the main capital for the organization, HR as a tool to win the competition of the organization in accordance with the results of national and international research that gives special attention to competitive advantage by placing HR as a configuration strategy in complex organizations in several countries in Asia. Harmen & Pitaloka (2014) found that HR function and competitive advantage are complementary parts in the context of organizational success in Indonesia.

Improving the HR function is not only needed for business organizations, but public organizations such as universities also prioritize the role of HR as a key factor in the success in achieving organizational goals. Educational institutions as public organizations do not only focus on efforts to improve the quality of education and research, but on the other hand they must maximize their human resources as part of improving the HR function and achieving better organizational performance as supported by previous researchers including Alam et al. (2015); and Teir & Zhang (2016).

The success and failure of educational institutions in this case tertiary institutions in improving their performance is highly dependent on several factors, the dominant factor being mutation and organizational culture (Achmad & Srikaningsih, 2018; Jamil, 2016, Jamaluddin et al, 2017, and Fidowaty & Kurniati, 2015). Based on the characteristics of higher education and previous research support which states that the mutation method is an effective HR development and development program for organizations. Mutations have the advantage of increasing morale, and to improve their achievements in the organization (Warsi, 2019).

The current varied work system, causes the mutation program to occupy a central place in the management of organizations, especially universities. The organizational structure is considered an important component because of its contribution to the effectiveness of the organization and the implementation of objectives (Kanten et al. 2015). Mutations can cause positive and negative consequences for organizations and individuals. One of the goals of mutation is to prevent individuals from experiencing burnout at work because they have done monotonous work routines. The danger of boredom and boredom in employees, the impact can erode productivity and a significant increase in work stress so that mutation methods are needed.

Mutation is an organization's right to employees. Basically, employees want improved performance, job satisfaction and better career paths. Several researchers have previously revealed the relationship between mutations and job satisfaction and employee performance, such as Surata & Paramarta (2015) and Rinaldi et al (2017) that job mutations have a significant impact on job satisfaction and employee performance improvement. The findings of Aini and Tulus (2015) which states that job rotation has no effect on employee performance.

The next factor influencing employee performance is organizational culture. Organizational culture has become an important issue in organizations, especially in educational institutions, this is in accordance with the empirical fact that the success or failure of an organization in achieving its goals is determined by organizational culture. Organizational culture that grows strong is able to help organizations become more productive and increase employee professionalism through solid interaction and synergy (Sengke, 2015).
The era of the industrial revolution 4.0 is full of challenges and dynamics, changes are very fast and difficult to project but have a big impact on the future of the organization, this phenomenon makes the organizational culture to be more flexible and innovative, especially for educational institutions. Various strategic efforts in dealing with changes and challenges so that organizations need to consider organizational culture factors that have been adopted so far, identify the organizational culture in accordance with existing values, or even there are values that are counterproductive for the organization in achieving its goals.

LITERATURE REVIEW
HRM as a systematic process of ongoing activities to be better than the previous conditions, both for the individuals themselves, the organization where they work and for the external environment in which the activities are carried out.

Work Mutation
Job mutations are position oriented, with management determining the need for specific work to be done (Mohan & Gomathi, 2015). Job mutation is where an individual is moved through a task schedule that is designed to provide extensive knowledge about the organization. Job mutations allow individuals to gain experience in various phases of business and, thus, broaden their perspectives. It is also believed that job mutations have the ability to reduce the amount of boredom and monotony experienced by employees who work in the same position for long periods of time.

Organizational culture
The origin of organizational culture from the standpoint of national culture is based on some previous literature (Nikpour, 2017). According to the classic that organizational culture is seen as the center of organizational success rather than factors such as structure, strategy or politics, so that the attention of the academy shifts from national culture and focuses more on organizational culture. An interest in organizational culture based on the perspective of human resource management and employee performance is motivated by the fact that organizational culture presents a non-mechanical, flexible and imaginative approach to understanding how organizations work. Organizational culture is considered the best solution for most organizational problems (Idowu, 2017).

Job satisfaction
Job satisfaction is an effectiveness or emotional response to various aspects of work (Jamil, 2016). According to Kasim (2017) job satisfaction is "a general attitude towards one's work that shows the difference between the number of awards received by workers and the amount they believe they should receive". Job satisfaction is a positive attitude towards work in a person. Basically job satisfaction is an individual thing. Each individual will have a different level of satisfaction in accordance with the value system that applies to him.

Employee Performance
Performance management applies to more than just employees. Performance management can also be focused on organizations, processes, programs, products or services to internal and external customers, and projects, teams or groups that are organized to achieve results for internal or external customers (Hartati, Ilyas, & Munir, 2016). This standard focuses on employee performance management. Employee performance management is the
key to the success of any organization. This is because a performance management system encourages behavior that drives positive business results (Singh et al. 2019).

RESEARCH METHODS

Research Location and Time
This research was conducted by Hasanuddin University. Jl. Perintis Kemerdekaan KM.10, Tamalanrea Indah, Kec. Tamalanrea, Makassar City, South Sulawesi. The estimated time for this study is planned for two months, from October to December 2019.

Data Types and Sources
The types and sources of data used in this study can be classified as follows: (a) Primary Data. Primary data in question are data obtained from respondents through questionnaires. Questionnaires were conducted to obtain data on employee perceptions of mutations and organizational culture on job satisfaction and employee performance; and (b) Secondary Data. Secondary data is data obtained from other parties such as mutation and rotation reports or staffing data at Hasanuddin University.

Population and Sample
The population in this study were all Unhas employees with the status of ASN (State Civil Apparatus). Sample criteria in this study are: (a) employees with ASN status; (b) has undergone mutations and rotations in the past two years or the last three years; (c) willing to fill in a research questionnaire. The population in this study as well as a sample (census sampling) and non-probability sampling of 114 employees.

Data analysis technique
The stages carried out by analyzing are collecting the data needed, measuring and then analyzing and interpreting it so that this data becomes more meaningful. The analysis technique used in this research is path analysis.

RESULT
Profile of Respondents
This study explains the characteristics of respondents obtained through questionnaires. Characteristics of respondents in this study consisted of gender, age, last education level, and years of service can be described in full as follows.
### Table-1 Characteristics of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>48</td>
<td>47.1</td>
</tr>
<tr>
<td>Female</td>
<td>54</td>
<td>52.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 30 years old</td>
<td>5</td>
<td>4.9</td>
</tr>
<tr>
<td>30 - 39 years old</td>
<td>8</td>
<td>7.8</td>
</tr>
<tr>
<td>40 - 49 years old</td>
<td>60</td>
<td>58.8</td>
</tr>
<tr>
<td>50 - 59 years old</td>
<td>29</td>
<td>28.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior High School</td>
<td>10</td>
<td>9.8</td>
</tr>
<tr>
<td>Diploma</td>
<td>6</td>
<td>5.9</td>
</tr>
<tr>
<td>S1</td>
<td>59</td>
<td>57.8</td>
</tr>
<tr>
<td>S2</td>
<td>27</td>
<td>26.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work Period</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10 years old</td>
<td>24</td>
<td>23.5</td>
</tr>
<tr>
<td>10 - 20 years old</td>
<td>59</td>
<td>57.8</td>
</tr>
<tr>
<td>&gt; 20 years old</td>
<td>19</td>
<td>18.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Questionnaire Results (2019)

Characteristics of respondents by sex showed that more female employees (52.9%) experienced work mutations compared to male employees (47.1%). This shows that the sample of female employees dominates this study. Characteristics of respondents based on age showed that employees aged between 40 to 49 years as the most category (58.8%) experienced work mutations compared to employees aged less than 30 years (4.9%). This shows that the sample of employees aged 40 to 49 years dominated this study. Characteristics of respondents based on their level of education indicate that employees with a bachelor's degree (S1) as the most category (57.8%) experienced work mutations compared to employees with a diploma education (5.9%). This shows that the sample of undergraduate educated employees dominates this study. Characteristics of respondents based on years of service show that employees with tenure of between 10 to 20 years as the most category (57.8%) experienced work mutations compared to employees who worked for more than 20 years (18.6%). This shows that a sample of employees with tenure of between 20 and 20 years of bachelor dominates this study.

### Path Analysis Results

The following table shows the values of the regression coefficient (regression weight estimate) and critical ratio. The hypothesis will be accepted if the critical ratio is greater than the value of t table or p value ≤ 0.05.
Table 2 Path Analysis Results

<table>
<thead>
<tr>
<th>Direct Effects:</th>
<th>Variable</th>
<th>Variable</th>
<th>Estimate</th>
<th>Critical Ratio</th>
<th>Sig. Level ≤ 0.05</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work mutation</td>
<td>Job satisfaction</td>
<td>0.235</td>
<td>2.849</td>
<td>0.004</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>Organizational culture</td>
<td>Job satisfaction</td>
<td>0.342</td>
<td>5.004</td>
<td>0.000</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>Organizational culture</td>
<td>Employee Performance</td>
<td>0.263</td>
<td>4.840</td>
<td>0.000</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>Mutasi kerja</td>
<td>Employee Performance</td>
<td>0.251</td>
<td>3.478</td>
<td>0.000</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Employee Performance</td>
<td>0.218</td>
<td>2.601</td>
<td>0.009</td>
<td>Significant</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indirect Effects:</th>
<th>Variable</th>
<th>Variable</th>
<th>Estimate</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work mutation</td>
<td>Job satisfaction</td>
<td>Employee Performance</td>
<td>0.051</td>
<td>Significant</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>Job satisfaction</td>
<td>Employee Performance</td>
<td>0.075</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Primary Data (2019)

Table 2 describes the evaluation of the results of the path analysis in the employee performance model. Interpretation of the influence between exogenous and endogenous variables is described as follows: Estimated value of 0.235> 0 this indicates that job mutations on job satisfaction are positive. Critical value (critical ratio) 2.849 is greater than 1.960, and p-value 0.004 <0.050 (significant effect at 5% level). The coefficient (job mutation to job satisfaction) shows that by increasing the quality of work mutations, it contributes to increased job satisfaction. Thus, the first hypothesis is accepted.

Estimated value of 0.251> 0 indicates that work mutations on employee performance are positive. Critical value (critical ratio) 3.478 is greater than 1.960, and p-value 0.000 <0.050 (significant effect at 5% level). The coefficient (work mutation on employee performance) shows that by increasing the quality of work mutations, it contributes to improving employee performance. The results of the analysis of indirect effects indicate that work mutations have an indirect significant effect on performance through employee job satisfaction. Thus, the second hypothesis is accepted.

The estimated value of 0.342> 0 indicates that the organizational culture of job satisfaction is positive. Critical value (critical ratio) 5.004 is greater than 1.960, and a p-value of 0.000 <0.050 (significant effect at 5% level). The coefficient (organizational culture on job satisfaction) shows that by increasing the quality of organizational culture it contributes to increased job satisfaction. Thus, the third hypothesis is accepted.

Estimated value of 0.263> 0 this indicates that the organizational culture of employee performance is positive. Critical value (critical ratio) 4.084 is greater than 1.960, and a p-value of 0.000 <0.050 (significant effect at 5% level). The coefficient (organizational culture on employee performance) shows that by increasing the quality of organizational culture it contributes to improving employee performance. The results of the analysis of indirect effects indicate that organizational culture has a significant indirect effect on performance through employee job satisfaction. Thus, the fourth hypothesis is accepted.

Estimated value of 0.218> 0 this indicates that job satisfaction on employee performance is positive. Critical value (critical ratio) 2.601 is greater than 1.960, and p-value 0.009 <0.050 (significant effect at 5% level). The coefficient (job satisfaction on employee performance) shows that by increasing the quality of job satisfaction it contributes to improving employee performance. Thus, the fifth hypothesis is accepted.
performance) shows that by increasing the quality of job satisfaction, it contributes to improving employee performance. Thus, the fifth hypothesis is accepted.

DISCUSSION

Work mutations have a positive and significant effect on job satisfaction, this is caused by the positive impact of mutations in the suitability and suitability of individuals or employees with new positions (the right man in the right place) that have an impact on the achievement of employee development functions in an organization marked by increased efficiency, effectiveness and satisfaction in work. Mutation is a necessity within the organization in order to achieve an increase in the quality of human resources that contributes positively to both employees themselves and to the organization as a whole.

Work mutations have a positive and significant effect on employee performance, this is due to the success of the mutation principles applied by the organization. The principles of mutation in the form of (a) principles of mutation are objective and work performance; and (b) mutations based on years of service or age or work experience. Implementation of these principles results in high work productivity from employees to the organization. In general, the purpose of work mutations is to place employees in the right place / position, mutations are not a punishment, and mutations are to create fair competition.

Organizational culture has a positive and significant effect on job satisfaction, this is due to the achievement of the objectives of the Hasanuddin University organizational culture in the form of (a) innovation and courage in taking risks; (b) pay attention to matters in detail; (c) results oriented; (d) human oriented; (e) team oriented; (f) aggressiveness; and (g) stability in the organization. These achievements simultaneously have an impact on increasing morale and feeling satisfied at work because employees feel an important part of the organization.

Organizational Culture Assessment Instrument (OCAI) consisting of indicators (a) Dominant characteristics; (b) Organizational Leadership; (c) Employee management; (d) Organizational Adhesives; (e) Strategic emphasis; and (f) Success criteria, are tools (tools) that help Unhas in achieving its vision, mission, and goals, so that organizational culture has become creed with parties (work units within the University). Unhas vision is "the center of excellence in the development of insane, science, technology, arts and culture based on the Indonesian Maritime Continent". The concept of organizational culture The Organizational Culture Assessment Instrument is a strategic effort that includes directions, achievements, and benchmarks of success at Hasanuddin University.

Organizational culture emphasizes growth, innovation, flexibility, risk taking, commitment, and being in the forefront. Adocracy culture creates a dynamic, creative and entrepreneurial workplace. Individual initiative and freedom are also valued. Clan culture, or sometimes called group culture, is a friendly place where people share many things. Participation, teamwork, consensus, decentralized decision making, and loyalty are part of the culture of the clan. Human resource development is an integral focus of clan culture.

Organizational culture has a positive and significant effect on employee performance, this is caused by satisfaction factors as exogenous factors that can improve employee performance, productivity, and performance with the assumption that employee satisfaction standards have been met. These standards are (a) achievements; (b) recognition from the organization; (c) the work itself; (d) responsibility; and (e) progress. Increased job satisfaction within the University of Hasanuddin is also due to strong support from the organization in the form of providing opportunities for growth to every employee.
CONCLUSIONS AND RECOMMENDATIONS

Work mutation on job satisfaction produces a positive and significant effect. The positive impact of mutations in the form of suitability and suitability of individuals or employees with new positions (the right man in the right place) that have an impact on the achievement of employee development functions. Work mutations on employee performance produce a positive and significant effect due to the success of the mutation principles applied by the organization. The principles of mutation in the form of (a) principles of mutation are objective and work performance; and (b) mutations based on years of service or age or work experience. Organizational culture has a significant effect on job satisfaction as a form of achieving the goals of the organizational culture of Hasanuddin University in the form of (a) innovation and courage in taking risks; (b) pay attention to matters in detail; (c) results oriented; (d) human oriented; (e) team oriented; (f) aggressiveness; and (g) stability in the organization.

Organizational culture on employee performance produces a positive and significant effect because the concept of the Organizational Culture Assessment Instrument (OCAI) is very beneficial for the organization in guiding it towards the mission and goals of Hasanuddin University. Job satisfaction on employee performance produces a positive and significant effect because the concept of the Organizational Culture Assessment Instrument (OCAI) is very beneficial for the organization in guiding it towards the mission and goals of Hasanuddin University. Job satisfaction on employee performance produces a positive and significant effect because the concept of the Organizational Culture Assessment Instrument (OCAI) is very beneficial for the organization in guiding it towards the mission and goals of Hasanuddin University. Job satisfaction on employee performance produces a positive and significant effect because the concept of the Organizational Culture Assessment Instrument (OCAI) is very beneficial for the organization in guiding it towards the mission and goals of Hasanuddin University.

REFERENCES


