

# WORK MUTATIONS IN IMPROVING EMPLOYEE PERFORMANCE ARE INFLUENCED BY THE MANAGERIAL ABILITY AND ORGANIZATIONAL CULTURE OF PT. SOUTHEAST SULAWESI REGIONAL DEVELOPMENT BANK

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## ABSTRACT

This research intent for: 1 ) managerial's ability Influence chairman of to job mutation on PT. South-east Sulawesi Region development bank. 2 ) managerial's ability Influence chairman of for performance to fire an employee on PT. South-east Sulawesi Region development bank. 3 ) Influence culturize organizations to job mutation on PT. South-east Sulawesi Region development bank. 4 ) Influence culturize organizations for performance to fire an employee on PT. South-east Sulawesi Region development bank. 5 ) job mutation Influences for performance to fire an employee on PT. South-east Sulawesi Region development bank On this research observational variable consisting of a ) managerial's ability. b). Organisational culture, c ) job mutation and d.) performance fires an employee. Analisis who is utilized is statistical description and analisis path (analisis is band). Research results many for example conclusion first conclusion, managerial's ability having contribution having for signifikan to job mutation fires an employee PT. South-east Sulawesi Region development bank Unaaha's Branch office, Assistants Branch office Asera and Assistant Branch Office Punggaluku . Both of, managerial's ability having contribution having for signifikan for performance to fire an employee PT. South-east Sulawesi Region development bank Unaaha's Branch office, Assistants Branch office Asera and Assistant Branch Office Punggaluku . Third, Organisational culture having contribution having for signifikan to job mutation fires an employee PT. South-east Sulawesi Region development bank Unaaha's Branch office, Assistants Branch office Asera and Assistant Branch Office Punggaluku . Fourth, Organisational culture having contribution having for signifikan for performance to fire an employee PT. South-east Sulawesi Region development bank Unaaha's Branch office, Assistants Branch office Asera and Assistant Branch Office Punggaluku . To five, Job mutation have signifikan's ascendant contribution for performance to fire an employee PT. South-east Sulawesi Region development bank.

**Key word:** Job Mutation And Employee Performance, Manajerial's Ability, Organisational Culture.

## INTRODUCTION

The organization's goal to achieve the set results cannot be separated from the implementation of mutations for employees or employees in it as a form of learning and appreciation in the context of their career development. If the mutation is not implemented, then what happens is job dissatisfaction that causes a counterproductive attitude in the organization. Mutations are carried out to promote employees, and also provide sanctions in the form of demotion, suspension of promotion, dismissal, *temporary transfer*, *job rotation*, *production transfer*, *repelacement transfer*, *verselity transfer* and *personnel transfer*. The



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purpose of this mutation is to improve employee performance to be more qualified at work. Because the nature of mutation is learning to improve employees' careers in their respective fields of work.

Employees who are mutated in a work organization often question the mutation process, whether they are subject to promotion or demotion, because employees who perform will be demoted if they are not in accordance with the wishes of the leadership, as well as employees who do not have quality work but then get the opportunity to be promoted by the leadership because there is an emotional and transactional bond built between them. Conditions like this make some employees dissatisfied and work stress that impacts their performance.

In general, a bank prioritizes managerial ability and organizational culture to improve customer service. Quality service will be seen in the work ability and work orientation formed in the implementation of work at the bank. In addition, the professionalism of the leader will add to the enthusiasm and work ethic of the employees he leads. This will realize the stability and agility of the organization in providing services to customers. Banking performance supported by managerial capabilities and organizational culture can put the bank in a perfect competitive position and this is the expectation of the bank's management

Performance in banking is the service of banking services and provides satisfaction to banking customers. To improve employee performance, the mutation of positions or job jobs is one of the means to support career development, bank customers are not one or two people but hundreds or even thousands of people who use banking production and services such as savings, deposits, current accounts and credit with different attitudes and behaviors. PT. The Southeast Sulawesi Regional Development Bank is the same as other general banks where each leader has managerial abilities and is supported by organizational culture and makes work mutations to employees. In 2008, the management of PT. The Southeast Sulawesi Regional Development Bank transferred 23 employees, 8 to the Unaaha Branch, 7 to the Punggaluku Sub-Branch and 8 people to the Asera sub-branch office. In 2009, there was a mutation of the Unaaha branch leader who was promoted to the head office, in 2010, the bank management transferred 10 people from the head office to the auxiliary branch office in Andoolo and then in 2012 the bank management carried out a mutation of the head of the auxiliary branch of Asera and mutated 6 employees from PT. Southeast Sulawesi Regional Development Bank Unaaha Branch to the Lambuya sub-branch office. Mutation activities are carried out according to the needs of banking services and to improve employee performance

## LITERATURE REVIEW

According to Yuki (2005:9), leadership is the process of influencing others, of understanding and agreeing on what needs to be done and how the task is done effectively, as well as the process of facilitating individual and collective efforts to achieve a common goal. Koontz and O'donnel in Yuki (2005:9), define leadership as the process of *influencing* a group of people so that they are willing to work earnestly to achieve the goals of their group. Terry (2006:4), leadership is an activity that *influences* people to be willing to strive to achieve common goals

According to Robbins (2003:166), leadership is the ability to influence a group towards



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achieving a goal. The definition of leadership broadly includes the process of influencing in determining the goals of the organization, motivating the behavior of followers to achieve the goals, influencing to improve the group and its culture.

In addition, leadership also influences the interpretation of the events of its followers, the organization and activities to achieve goals, maintaining cooperative and group work relationships, obtaining support and cooperation from people outside the group or organization (Rivai, 2005:440). Likewise, Lussier (2006:98) explained that leadership contains the meaning of leaders influencing those who are led, but the relationship between the leader and the led is mutually beneficial to both parties. Luthans (2002:196) views leadership as a process of influencing the activities of an organization in an effort to set and achieve goals.

According to Rivai (2005:441), leadership is also said to be the process of directing and influencing activities that are related to the work of group members. The three important implications contained in this case are:

- 1) Leadership to involve others, both subordinates and followers.
- 2) Leadership involves distributing power between leaders and group members in a balanced manner, because group members are not powerless.
- 3) The ability to use different forms of power to influence the behavior of its followers in a variety of ways.

Siagian (2003:264) stated that the role of leaders in the organization is very central in achieving the goals of various previously set goals. According to Siagian (2003:268), leadership behavior has a tendency to two things, namely consideration or relationship with subordinates and the structure of initiation or results achieved. Leadership tendencies describe a close relationship with subordinates, such as being friendly, helping and defending the interests of subordinates, willing to accept subordinate consultation and providing welfare.

Leadership is a process used by leaders to direct the organization and provide examples of behavior to followers (subordinates) (Mas'ud, 2004:93). Meanwhile, leadership style is a behavioral norm used by a person when trying to influence the behavior of others or subordinates. Leaders cannot use the same leadership style in leading their subordinates, but must be adapted to the characteristics of the level of ability in the tasks of each subordinate. An effective leader in applying a certain style in his leadership must first understand who his subordinates are, understand the strengths and weaknesses of his subordinates, and understand how to leverage the strengths of subordinates to compensate for their weaknesses. The term style is the way that leaders use to influence their followers (Thoha, 2008:284). From the definition that has been put forward, it can be concluded that the point of view seen by these experts is the ability to influence others to achieve common goals. A leader's ability is defined as all the potential and skills that leaders use in working with and through others. Leadership studies focus a lot on individual aspects and their abilities, for example studies from 1920 to 1950 and Lombardo in Adam (2003:164) broadly divide three aspects of managerial ability, namely *ability*, *personality* and *motivational*.

### 1) Ability

*Ability* related to a person's ability and skills in doing their job. Ivancevich and Glueck in



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Budiarsi (2000:33) describe it as follows: *"Some employee difference affecting Personnel Human*

*resources Management program saredue to differen cesinabilities. Abelities can be classified by mechanical, motor coordination, mental or creative skill. According to many psychologists, some abilities are caused by genetic factor sthatare rarely subject to change through training other abilities such asinter personal skill sand leadership, are much more easily subject to change.*

Some differences Employeeesthat affect the human resource management program are differences in ability. Among these abilities can be classified into mechanical, coordination, mental or creative skills. According to many psychologists, some abilities are caused by genetic factors (heredity) that have not been optimally developed.

Meanwhile, the ability aspect related to the concept of leadership can be sorted into three elements (*three skill texonomy*) namely *technical skillll interpersonal/human/social skill cenceptual skills* (Yulk, 2005:191). Dubrin (2007:9) says that *"Technical skill involve the ability to use specialized and expertise with work related tools, procedures and techniques. Human skills involvethe abilityto work with people. Conceptual skill sinvolve the ability to use abstract, reflective thinking and to develop the concepts appropriate for shaping a vision for the organization and formulating and implementing strategic plans.*

Technical proficiency involves the ability to use specialized skills and knowledge with means related to work, procedures, and techniques. Humanitarian skills involve the ability to cooperate with others. Conceptual proficiency involves the ability to use abstract, reflective thinking and develop that concept according to the vision for organization and formulating and implementing strategic planning.

From these opinions, the three skills can be detailed as follows:

- a) Able to take initiative / be creative
- b) Able to communicate verbally
- c) Able to get along with others
- d) Able to plan and organize programs
- e) Knowledgeable and skilled
- f) Supervision skills

## 2) Personality

Kurt Lewin in Indrawijaya, (2003:31) put forward the following formula: *Personality = f (heredity, experience)* or personality is a function of from the innate and the environment (experience). While related to effective leadership, some of the results of Ivancevich (2001:336) show that personality traits that have influence include, tenacity, originality, personal integrity, and self-confidence. Ghiselli in Ivancevich (2001:336) reveals that individuals who display His personality is the most effective leader. More Furthermore, initiative and the ability to act and initiate actions independently are related to the level of effectiveness in the organization. The higher a person's position in the organization, the more important this trait is. Ghiselli also found that Self-confidence is related to hierarchical positions in organizations. In order to find out, the following indicators are presented: a) *Resistance of stress*, b) *Inner work standarnity* c) *Defensiveness*.

## 3) Motivational

People differ not only in their ability to do things, but also in their abilities, or their motivations. Motivation is sometimes interpreted as a need, desire, impulse, and intuition in



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a person. Motives are directed towards the goal. There are many theories about motivation. The meaning of motivation according to Abraham Maslow in Indrawijaya (2003:34) departs from three main assumptions, namely:

- a) Humans are creatures that always desire. Their desires are always never fully fulfilled.
- b) Needs or desires that have been fulfilled will no longer be a driver.
- c) Human needs are arranged according to the hierarchy of their importance.

The motive for achievement is reflected in his orientation to the goal and devotion to achieve the goal as well as possible. The motive for affiliation is reflected in his desire to create, maintain, and develop relationships and an atmosphere of inner affection and mutual pleasure between fellow human beings. In the motive of power, a person feels encouraged when he or she is able to supervise and influence the actions of others.

Edward Burnett Tylor, in Koentjaraningrat (2005:324) puts forward his opinion about culture, namely that: "*Culture or civilization, take in its wide technographic sense, is that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by men as a member of society*". His opinion is interpreted that culture or civilization has a broad technographic meaning, which is a complex whole that includes knowledge, beliefs, art, morals, laws, adaptations, and all abilities and habits acquired by humans as members of society.

Another opinion put forward by Hofstede (2006: 21) is that culture is a variety of interactions of habits that affect groups of people in their environment, there are 5 (five) dimensions of culture, namely:

- a. Individualism, the tendency for a loosely woven social framework in society where individuals are encouraged to take care of themselves and their immediate families.
- b. Collectivism is the tendency towards a tightly knit social framework in which individuals can expect relatives, tribes, or other groups to protect them in exchange for absolute loyalty. The main issue in this dimension is the degree of interdependence of a society among its members. This is related to society's self-concept: "me" or "we".
- c. Power distance is a measure by which members of a society accept that power in an institution or organization is not distributed equally. This affects the behavior of members of society who are less powerful and those who are in power. People in societies that have a great power distance accept a hierarchical order in which everyone has a place that no longer needs justification. People in societies with small power distances want equality of power and demand justification for power differences. The main issue for this dimension is how a society handles differences among the population when this happens. This has clear consequences for the way people build their institutions and organizations.
- d. Uncertainty avoidance is the level at which members of society feel uncomfortable with uncertainty and ambiguity. This feeling leads them to trust in promising certainties and to nurture institutions that protect adaptation. Societies that have a strong avoidance of uncertainty maintain strict beliefs and behaviors and are intolerant of deviant people and ideas. Societies that have a weak avoidance of uncertainty maintain a more relaxed atmosphere where practice is considered more than principle and deviations are more tolerable. The main issue in this dimension is how a society reacts to facts that come only once and the future is unknown. Whether he is trying to control the future or let it pass. As with power distance, the avoidance of uncertainty has consequences for the

way people develop their institutions and organizations.

- e. Masculinity, the tendency in society to achievement, heroism, assertiveness, and material success. On the contrary, femininity means a tendency to relationships, simplicity, attention to the weak, and quality of life. The main issue in this dimension is the way society allocates social roles to gender differences.

Robbins gives the following organizational cultural characteristics:

- a. *Innovation and risk taking*, which is an organization that encourages employees to be innovative and dare to take risks. In addition, how the organization values risk-taking actions by employees and evokes employee ideas;
- b. *Attention to detail*, is an organization that expects employees to show meticulousness, analysis and attention to detail.
- c. *Outcome orientation*, where management focuses on results rather than attention on the techniques and processes used to achieve these results.
- d. *People orientation*, which is management decisions that take into account the effect of results on people in the organization.
- e. *Team orientation*, which is work activities organized around teams, not just individuals, to support cooperation.
- f. *Aggressiveness*, that is, the people in the organization are aggressive and competitive to run the organizational culture as well as possible.
- g. *Stability*, i.e. organizational activities that emphasize the status quo as a contrast to growth

The organization and the employees involved in it are always encouraged to improve performance. Good individual performance will also have an impact on organizational performance. The relationship between the two is clearly visible and in harmony with efforts to realize the vision and mission of the organization through performance management which is a process scheme involving leaders or managers and the individuals and teams they lead. The term performance is often used to refer to the achievement or level of success of individuals or groups of individuals. Performance bias is known only if the individual or group of individuals has predetermined success criteria. The criteria are in the form of certain goals or targets to be achieved. (Mahsun, 2006:25).

The definition of performance has been formulated by several management experts, including the following:

- 1) Stoner (Pabundu, 2008:121) states that performance is a function of motivation, skills and perception of roles.
- 2) Bernardin and Russel (Pabundu, 2008:121) define performance as recording the results obtained from certain job functions or activities during a certain period of time.
- 3) Handoko (2001:121) defines performance as the process of implementing work by utilizing working time, the ability to complete work and effectiveness at work. Or in other words, performance is the effective and efficient use of work time to complete work. Employee performance measurement is carried out by banks based on several indicators such as: a) use of time for customer service, b) ability to complete work and c) effectiveness in carrying out work.
- 4) Pabundu (2008:121) defines performance as the results of the work/activity function of a person or group in an organization that is influenced by various factors to achieve organizational goals in a certain period of time.
- 5) Mahsun (2006:25) stated that performance is an overview of the level of achievement of the implementation of an activity/work in realizing the goals, objectives, missions, and vision of the organization contained in *the strategic planning* of an organization.

## 1. RESEARCH METHODS

### A. Research Methods

This research method is a quantitative method used to describe the results of respondents' responses in the form of questionnaire values to answer the level of influence and significance as well as the relationship of variables based on the goals to be achieved in this study (Sugiyono, 2006:5)

### B. Population and Research Sample

#### 1. Population Determination

The population in this study is all employees of PT. The Southeast Sulawesi Regional Development Bank which is located at the Unaaha branch office, the Punggaluku Sub-Branch Office and the Asera Sub- Branch Office which totals 85 people.

#### 2. Determination of Research Sample

The determination of the sample in this study was carried out using *the census* technique, namely the determination of the sample of the total population proposed by Sugiyono (2006) to 85 employees at PT. Southeast Sulawesi Regional Development Bank Unaaha Branch Office and Punggaluku Sub-Branch and Asera Sub-Branch

### C. Data Collection Techniques

The data collection methods used in this study are:

1. The questionnaire was carried out by spreading questions to the respondents. The questionnaire is filled with answers to choices that are adjusted to opinions and information that supports proving the research hypothesis.
2. The interview was conducted by contacting the respondents at PT. Southeast Sulawesi Regional Development Bank, Unaaha Branch Office and Punggaluku Sub-Branch and Asera Sub-Branch. to get more complete information in analyzing the data in this study.
3. Documentation is carried out by collecting reports and documentation for research needs

### D. Data Analysis Techniques

To achieve the research objectives, the following data analysis techniques were used:

#### 1 Descriptive Statistical Analysis

Descriptive statistical analysis was carried out by providing a descriptive or overview of the characteristics of the respondents and compiling the frequency distribution using data from questionnaires or research questionnaires that had been given to the respondents so that the frequency, percentage and average answer score of the respondents were obtained.

#### 2. Path Analysis

In achieving the objectives of this research, the data obtained will then be processed with analysis techniques that are in accordance with the needs of this research, namely path analysis with the following steps (Sugiyono, 2006:186)

## 2. RESULTS AND DISCUSSION

The research was conducted to determine the managerial and organizational culture of work mutations and their impact on the performance of employees of PT. Southeast Sulawesi Regional Development Bank Unaaha Branch, Asera Sub-Branch Office and

Punggaluku Sub-Branch Office using *path analysis* are presented based on responses from respondents which are presented in the form of statements measured on a likert scale. Based on the results of the study, respondents' responses to managerial and organizational culture are obtained to work mutations and their impact on employee performance which are presented as follows:

## 1. Validity and Reliability Test Results

Validity and reliability test results. According to Nugroho (2005:67), the validity test to determine the feasibility of items in the form of a statement in defining a variable can be seen from the value of *the Corrected Item Total Correlation* > of the r-table where the value of  $r > 0.30$  with a value  $\alpha=0.05$ .

### Reliability Test

indicates that *the Alpha Cronbach* coefficient ( $\alpha$ ). Instruments that have a greater level of reliability or reliability of 0.60 or 60% of measurable and acceptable realism. Thus, it can be obtained that the statements of the respondents in the questionnaire can be used as data in the research to prove the managerial and organizational culture of work mutations and their impact on the performance of employees of PT. Southeast Sulawesi Regional Development Bank Unaaha Branch, Asera Sub-Branch Office and Punggaluku Sub-Branch Office.

## 2. Path Analysis Results

Research conducted at PT. Southeast Sulawesi Regional Development Bank Unaaha Branch, Asera Sub-Branch Office and Punggaluku Sub-Branch Office to determine the influence of managerial and organizational culture on work mutation and its impact on the performance of bank employees was analyzed using path analysis with the help of the SPSS Version 22 program

### a. Structural hypotheses and equations

#### 1) Hypothesis

- The managerial ability of the leadership has a significant effect on the work mutation of employees of PT. Southeast Sulawesi Regional Development Bank.
- The managerial ability of the leadership has a significant effect on the performance of employees of PT. Southeast Sulawesi Regional Development Bank.
- Organizational culture has a significant effect on the work mutation of PT. Southeast Sulawesi Regional Development Bank.
- Organizational culture has a significant effect on the performance of employees of PT. Southeast Sulawesi Regional Development Bank.
- Work Mutation has a significant effect on the performance of employees of PT. Southeast Sulawesi Regional Development Bank.

#### 2) Structural similarities

$$Y1 = \rho Y1X1X1 + \rho Y1X1X2 + \rho Y1\epsilon$$

$$Y2 = \rho Y2X1X1 + \rho Y2X1X2 + \rho Y2\epsilon$$

#### 3) Calculating the Path Coefficient based on the Regression Coefficient.

- Draw a complete path diagram

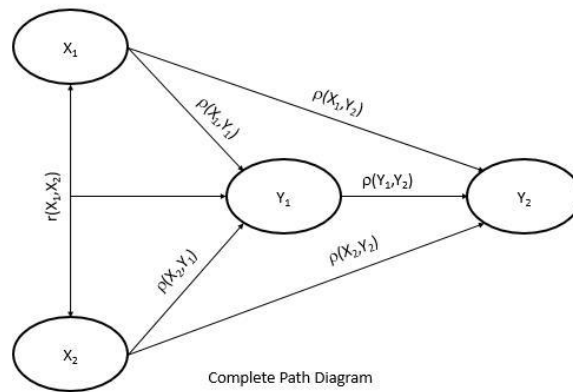


Figure 6. Model of Variable Relationship Structure X1, X2, Y1 and Y2

c) Calculating correlation coefficients

Correlation analysis was carried out to determine the relationship between the variables of managerial ability (X1), organizational culture (X2), work mutation (Y1) and employee performance (Y2). By using *pearson correlation*, the results of correlation analysis are obtained which are presented in the following table:

Table 17. Correlation of Variables X1, X2, Y1 and Y2

| Research Variable | X1    | X2    | Y1    | Y2    |
|-------------------|-------|-------|-------|-------|
| X1                | 1     | 0,876 | 0,902 | 0,837 |
| X2                | 0,876 | 1     | 0,858 | 0,832 |
| Y1                | 0,902 | 0,858 | 1     | 0,849 |
| Y2                | 0,837 | 0,832 | 0,849 | 1     |

Source : Data processed (2014)

The results of the correlation analysis in Table 17 show that the correlation (R) of managerial ability with employee job mutation (RY1X1) is 0.902 which means that the managerial ability possessed by employees will support the work mutation process at PT. Southeast Sulawesi Regional Development Bank Unaaha Branch Office, Asera Sub-Branch Office and Punggaluku Sub-Branch Office. The correlation (R) of organizational culture with employee work mutation (RY1X2) is 0.858 which means that the work culture applied to PT. The Southeast Sulawesi Regional Development Bank supports the employee work mutation process.

The RY1X1X2 correlation was 0.913. This indicates that there is a strong and positive relationship between X1, X2 and Y1. The implication is that every change in managerial ability and organizational culture is always related to employee job mutations at PT. Southeast Sulawesi Regional Development Bank Unaaha Branch Office, Asera Sub-Branch Office and Punggaluku Sub-Branch Office.

The RY2X1 correlation of 0.837 shows that the relationship between managerial ability and employee performance is a strong and positive relationship

which means that any improvement in an employee's managerial ability has an impact on improving employee performance.

The RY2X2 correlation of 0.832 shows that the relationship between organizational culture and employee performance is a strong and positive relationship which means that any improvement in organizational culture has an impact on improving employee performance.

The RY2Y1 correlation of 0.849 shows that the relationship between work mutation and employee performance is a strong and positive relationship which means that every implementation of work mutation has an impact on improving employee performance

A RY2X1X2 correlation of 0.862 indicates that the relationship between managerial ability and organizational culture and employee performance is a strong and positive relationship which means that any improvement in managerial ability and organizational culture has an impact on improving employee performance

The RY2Y1X1X2 correlation of 0.876 shows that the relationship between managerial ability, organizational culture and work mutation with employee performance is a strong and positive relationship which means that any improvement in managerial ability, organizational culture and work mutation has an impact on improving employee performance.

#### a) Simultaneous test results (Anova) X1 and X2 against Y1

The test of variables X1 and X2 against Y1 using the SPSS Version 22 program was obtained as follows:

Table 18 . ANOVA Test Results X1 and X2 against Y1

| Model |            | Sum of Squares | df | Mean Square | F       | Mr.     |
|-------|------------|----------------|----|-------------|---------|---------|
| 1     | Regression | 588,621        | 2  | 294,310     | 204,863 | ,000(a) |
|       | Residual   | 117,803        | 82 | 1,437       |         |         |
|       | Total      | 706,424        | 84 |             |         |         |

a Predictors: (Constant), x2, x1

b Dependent Variable: y1

The test results in Table 18 show that simultaneously or jointly X1 and X2 have a significant effect on Y1 which means that changes in managerial ability and organizational culture together will have a positive and significant effect on the work mutations carried out at PT. Southeast Sulawesi Regional Development Bank.

#### b) Simultaneous test results (Anova) X1 and X2 against Y2

Testing of variables X1 and X2 against Y2 using the SPSS Version 22 program was obtained as follows:

Table 19. ANOVA X1 and X2 Test Results against Y2

| Model |            | Sum of Squares | df | Mean Square | F       | Mr.     |
|-------|------------|----------------|----|-------------|---------|---------|
| 1     | Regression | 528,473        | 2  | 264,236     | 118,030 | ,000(a) |
|       | Residual   | 183,575        | 82 | 2,239       |         |         |
|       | Total      | 712,047        | 84 |             |         |         |

a Predictors: (Constant), x2, x1

b Dependent Variable: y2

The test results in Table 19 show that simultaneously or jointly X1 and X2 have a significant effect on Y2 which means that changes in managerial ability and organizational culture together will have a positive and significant effect on employee performance carried out at PT. Southeast Sulawesi Regional Development Bank.

#### c) Partial test results (Coefficients) X1 and X2 against Y1

The test of variables X1 and X2 against Y1 using the SPSS Version 22 program was obtained as follows:

Table 20. Partial (Coefficients) X1 and X2 against Y1

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Mr.  |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | ,455                        | ,603       |                           | ,754  | ,453 |
|       | x1         | ,684                        | ,099       | ,648                      | 6,928 | ,000 |
|       | x2         | ,227                        | ,073       | ,290                      | 3,105 | ,003 |

a Dependent Variable: y1

The test results in Table 20 show that the value of the regression coefficient (b) used is the value in the *standardized coefficient*. The test results obtained a value of  $b(X1) = 0.648$  which means that if managerial ability increases, it will have an impact on the implementation of work mutation in a positive direction of 64.8% assuming other factors are constant. value  $b(X2) = 0.290$  which means that if the work culture increases, it will have an impact on the implementation of work mutation in a positive direction by 29% assuming other factors are constant.

The results of the partial test (ujit t) obtained by X1 had a significant effect on Y1 on the work mutation carried out at PT. Southeast Sulawesi Regional Development Bank with a significance of  $\alpha = 0.000 < 0.05$ . In addition, X2 has a significant effect on Y1 which means that changes in organizational culture will have a positive and significant effect on

work mutations at PT. Southeast Sulawesi Regional Development Bank with a significance of  $\alpha = 0.003 < 0.05$ .

#### d) Partial test results (Coefficients) X1 and X2 against Y2

Testing of variables X1 and X2 against Y2 using the SPSS Version 22 program was obtained as follows:

Table 21. Partial (Coefficients) X1 and X2 against Y2

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | T     | Mr.  |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | ,811                        | ,753       |                           | 1,077 | ,285 |
|       | x1         | ,493                        | ,123       | ,465                      | 3,998 | ,000 |
|       | x2         | ,333                        | ,091       | ,425                      | 3,654 | ,000 |

Dependent Variable: y2

The test results in Table 21 show that the value of the regression coefficient (b) used is the value in the *standardized coefficient*. The test results obtained a value of  $b(X1) = 0.465$  which means that if managerial ability increases, it will have an impact on the implementation of employee performance in a positive direction by 46.5% assuming other factors are constant. value  $b(X2) = 0.425$  which means that if the work culture improves, it will have an impact on the implementation of employee performance in a positive direction by 42.5% assuming other factors are constant

The results of the test partially or individually X1 have a significant effect on Y2 which means that changes in managerial ability will have a positive and significant effect on employee performance carried out at PT. Southeast Sulawesi Regional Development Bank with a significance of  $\alpha = 0.000$ . In addition, X2 has a significant effect on Y2 which means that changes in organizational culture will have a positive and significant effect on employee performance at PT. Southeast Sulawesi Regional Development Bank with a significance of  $\alpha = 0.000$ .

#### Summary Results of X1 and X2 against Y1

The test of variables X1 and X2 against Y1 using the SPSS Version 22 program was obtained as follows:

Table 22 . Summary of X1 and X2 against Y1

| Model | R       | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 1     | ,913(a) | ,833     | ,829              | 1,19859                    |

a. Predictors: (Constant), x2, x1

b. Variabel depends : Y1

The test results in Table 22 show that the R value (correlation) is 0.913 which indicates that there is a very close correlation between work ability (X1) and organizational culture (X2) and work mutation (Y1). The Rsquare value (Determination) = 0.833 indicates that the implementation of work mutation at PT. Southeast Sulawesi Regional Development Bank

83.3% is influenced by managerial ability and organizational culture.

### Summary Results of X1 and X2 against Y2

The test of variables X1 and X2 against Y1 using the SPSS Version 22 program was obtained as follows:

Table 23. Summary of X1 and X2 against Y2

| Type | R       | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|---------|----------|-------------------|----------------------------|
| 1    | .862(a) | .742     | .736              | 1,49623                    |

a. Predictors: (Constant), x2, x1

b. Variabel depends : Y2

The test results in Table 23 show that the R value (correlation) is 0.862 which indicates that there is a very close correlation between work ability (X1) and organizational culture (X2) and employee performance (Y2). The Rsquare value (Determination) = 0.742 indicates that the improvement of employee performance at PT. Southeast Sulawesi Regional Development Bank 74.2% is influenced by managerial ability and organizational culture.

### Calculating the Path Coefficient Simultaneously

Significance testing rules

If the probability value of 0.05 is less than or equal to the probability value of significance or ( $\text{sig} \leq 0.05$ ), then  $H_0$  is subtracted and  $H_a$  is accepted as significant

If the probability value of 0.05 is greater than or equal to the probability value of significance or ( $\text{sig} \leq 0.05$ ), then  $H_0$  is accepted and  $H_a$  is rejected as meaning insignificant

The results of the simultaneous test (Anova) in table 19 obtained a FY1 value of 204.863 with a probability value ( $\text{sig}$ ) =  $0.000 < 0.005$ , then the decision was accepted and  $H_0$  was rejected. The value of  $R^2 = 0.833$  showed that the implementation of work mutations was 83.3% influenced by managerial ability and organizational culture, the remaining 16.7% was determined by other variables that were not studied.

The results of the simultaneous test (Anova) in table 20 obtained a FY2 value of 118.030 with a probability value ( $\text{sig}$ ) =  $0.000 < 0.005$ , then the decision was accepted by  $H_a$  and  $H_0$  was rejected. The value of  $R^2 = 0.742$  shows that the implementation of employee performance is 74.2% influenced by managerial ability and organizational culture, the remaining 25.8% is determined by other variables that were not studied.

### Individual Testing

The results of the partial test (coefficient) in table 21 obtained a value of t-X1 of 6.928 with a probability value ( $\text{sig}$ ) =  $0.000 < 0.005$ , then the decision was accepted and  $H_0$  was rejected. The value of  $R_{Y1} = 0.913$  indicates that the managerial ability variable has a significant and positive influence on employee job mutations. The value of t-X2 is 3.105 with a probability value ( $\text{sig}$ ) =  $0.000 < 0.005$ , then the decision  $H_a$  is accepted and  $H_0$  is rejected. The value of  $R_{Y1} = 0.913$  indicates that organizational culture variables have a

significant and positive influence on employee job mutations.

The results of the partial test (coefficient) in table 22 obtained a value of  $t\text{-}X_1$  of 3.998 with a probability value ( $\text{sig}$ ) =  $0.000 < 0.005$ , then the decision was accepted and  $H_0$  was rejected. The value of  $R^2 = 0.862$  indicates that the managerial ability variable has a significant and positive influence on employee job mutation. The value of  $t\text{-}X_2$  is 3.654 with a probability value ( $\text{sig}$ ) =  $0.000 < 0.005$  then the decision  $H_a$  is accepted and  $H_0$  is rejected. The value of  $R^2 = 0.862$  indicates that organizational culture variables have a significant and positive influence on employee job mutation.

Based on the results of the calculation of the structural path analysis, the following information was obtained objectively:

1. The amount of contribution of managerial ability ( $X_1$ ) that directly affects work mutation ( $Y_1$ ) is 0.6482  
0.4199 or 41.99%.
2. The amount of organizational culture contribution ( $X_2$ ) that directly affects work mutation ( $Y_1$ ) is 0.2902  
= 0.0841 or 8.41%.
3. The amount of contribution of managerial ability ( $X_1$ ) and organizational culture ( $X_2$ ) that simultaneously affected work mutation ( $Y_1$ ) was 0.833 or 83.3%. The remaining 16.7% was influenced by other factors not described in this study.

### Framework of Empirical Causal Relationships between $X_1$ , $X_2$ , $Y_1$ Against $Y_2$

The influence of managerial ability ( $X_1$ ) and organizational culture ( $X_2$ ) on work mutation ( $Y_1$ ) and its impact on employee performance ( $Y_2$ ) through path analysis is presented in the following model:

Based on the results of the calculation of the structural path analysis, the following information was obtained objectively:

- The amount of contribution of managerial ability ( $X_1$ ) that directly affects employee performance ( $Y_2$ ) is  $0.2102 = 0.0441$  or 4.41%.
- The amount of organizational culture contribution ( $X_2$ ) that directly affects employee performance ( $Y_2$ ) is  $0.3112 = 0.0967$  or 9.67%.
- The amount of contribution of work mutation ( $Y_1$ ) that directly affects employee performance ( $Y_2$ ) is  $0.3932 = 0.1544$  or 15.44%.
- The amount of contribution to managerial ability ( $X_1$ ) and organizational culture ( $X_2$ ) and work mutations ( $Y_1$ ) that simultaneously affect employee performance ( $Y_2$ ) is 0.768 or 76.8%. The remaining 23.2% was influenced by other factors not described in this study.

Based on the results of the analysis obtained previously, it can be stated that employee performance will have an impact when the work mutation of employees of PT. Southeast Sulawesi Regional Development Bank. The managerial ability and organizational culture of employees are assessed to be mutated to improve the performance of banking services.

### CONCLUSION

- Managerial ability has a significant contribution to the work mutation of employees of PT. Southeast Sulawesi Regional Development Bank Unaaha Branch Office, Asera Sub-



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Branch Office and Punggaluku Sub-Branch Office.

- Organizational culture has a significant influence on the work mutation of employees of PT. Southeast Sulawesi Regional Development Bank Unaaha Branch Office, Asera Sub-Branch Office and Punggaluku Sub-Branch Office.
- Managerial ability has a significant impact on the performance of employees of PT. Southeast Sulawesi Regional Development Bank Unaaha Branch Office, Asera Sub-Branch Office and Punggaluku Sub-Branch Office.
- Organizational culture has a significant impact on the performance of PT. Southeast Sulawesi Regional Development Bank Unaaha Branch Office, Asera Sub-Branch Office and Punggaluku Sub-Branch Office.
- Work Mutation has a significant contribution to the performance of employees of PT. Southeast Sulawesi Regional Development Bank.
- The path that needs to be developed to improve the performance of bank employees is the path through work mutation. Where managerial skills and work culture have an impact on improving employee performance through job mutations

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