

THE EFFECT OF DEMOTION, MUTATION AND POSITION PROMOTION ON EMPLOYEE MOTIVATION OF BANK INDONESIA REPRESENTATIVE OFFICE

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ARTICLE INFO	ABSTRACT
<p>Keywords: Work motivation, demotion, mutation, promotion</p>	<p>This study aims to determine the effect of demotions, transfers and promotions on the work motivation of Bank Indonesia West Sumatra employees. The method used in this research is quantitative research with a descriptive approach. The population in this study were all employees of Bank Indonesia West Sumatra. The sample used was 68 people using total sampling theory. The data analysis technique is multiple linear regression. The results showed that: (1) Demotion had a negative and significant effect on the work motivation of West Sumatra Bank Indonesia employees. (2) Mutations have a negative and significant effect on the work motivation of West Sumatra Bank Indonesia employees. (3) Promotion has a positive and significant effect on the work motivation of West Sumatra Bank Indonesia employees. (4) Demotions, transfers and promotions simultaneously have a significant effect on the work motivation of Bank Indonesia West Sumatra employees.</p>
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1. INTRODUCTION

An organisation is always faced with problems, especially with Human Resources (HR) issues. An organisation will expend a lot of effort to acquire and fully utilise these resources. This effort is known as human resource management. HRM is also called employee placement and personnel management (Hariandja, 2022). Human resource management (HRM) encompasses all activities involved in acquiring, maintaining, and developing an organisation's human resources. As the definition implies, human resource management begins with the acquisition of getting people to work for the organisation. Human resources must be developed for optimal achievement [1].

One way to get optimal human resources is through work motivation. High work motivation comes from effective management practices. Work motivation (motivation) as an internal individual process that energises, directs and maintains behaviour. It is a personal "force" that causes to act in a certain way [1]. Motivasi kerja diperlukan bagi karyawan yang mengalami penempatan karyawan seperti demosi, mutasi dan promosi jabatan [2]. Bank Indonesia is an independent Central Bank in carrying out its duties and authorities starting with a new law. Bank Indonesia has full autonomy in formulating and implementing each of its duties and authorities as specified in the law. Similar to other organisations, Bank Indonesia also experiences problems in human resources, especially in employee motivation.

The results of the preliminary study show that employee motivation is still low. This is evidenced by the 20 employees of Bank Indonesia West Sumatra who were the initial survey, it was found that on average employees did not agree with the statement on the motivation statement indicator. It can be seen that the disagreement statement shows a fairly high value of 71% while those who agree are only 29%. This condition can be seen from the average results of the initial survey of employees of the Representative Office of Bank Indonesia indicating the existence of employee work motivation problems related to task implementation and planning.

There are several factors that influence the motivation of Bank Indonesia West Sumatra employees, namely demotion means that a person, due to various considerations, experiences a decrease in rank or position and income and increasingly smaller responsibilities. Demotions occur due to disciplinary problems, dishonesty, and inability to do their job. Demotion is a type of sanction / punishment for employees whose work performance is considered low by company management [3].

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Another situation that sometimes results in employee demotion is when the organisation's activities decline, either as a result of internal or external factors, but not so seriously that termination of employment is forced. Mutation or transfer is an activity of the organisation's leadership to move employees from one job to another that is considered at the same level or parallel. In addition, job promotion can also be done. Promotion is one of the encouragements for someone to work for an organisation or company is the opportunity to advance. It is human nature in general to be better, more advanced than the position they have at this time.

Although it has been mentioned that people generally want to progress in life, this does not mean that all employees want to be promoted. There are employees who do not want to be promoted to "supervisor" for example. Several reasons can be mentioned here why someone refuses to be promoted. Firstly, the difference in salary received may be considered unbalanced by the additional responsibility. Secondly, they feel reluctant to leave their old group to enter a new group whose acceptance is uncertain. Thirdly, there is the "security" factor felt by the promoted employee. [2].

As one of the banking companies operating in Indonesia, Bank Indonesia, of course, requires quality human resources. In order to realise the objectives of Bank Indonesia, placement is one of the important aspects because it is a required process, so it is expected to get a workforce that is in accordance with the position it occupies [4]. Employee placement is carried out by Bank Indonesia in the form of demotions, mutations, and promotions. The occurrence of employee placement movements at Bank Indonesia is motivated by many things. In general, the placement of old employees in new positions is carried out to meet the needs and motivate employee work so as to improve performance, with excess skills and reduce employee burnout that may occur [5]. Based on research conducted by Khusnul Khotimah [6] about the Influence of Position Promotion and Intensive on Work Motivation (Study on Employees of PT PLN (Persero) East Java Distribution Malang Area) with the results of research on the two independent variables that have the most dominant influence on work motivation. Rochmah [7] has also conducted research on the effect of employee placement on employee performance through motivation at PT Bank Muamalat Indonesia, Tbk Jember Branch with the results of research that employee placement affects employee performance and motivation. Based on this background description, the researcher conducted a study with the aim of knowing the effect of demotion, mutation and promotion on employee motivation at Bank Indonesia West Sumatra.

Literature Review

Work Motivation

Work motivation means encouragement or driving force. This work motivation is only given to humans, especially to subordinates or followers. Work motivation questions how to encourage the passion of subordinates, so that they want to work hard by giving all their abilities and skills to realise company goals. [8]. Indicators of work motivation include physiological needs, security needs, social relationship needs, appreciation needs and the wholeness of self-actualisation.

Demotion

Demotion is when an employee is moved from one position to another that is lower in pay, responsibility or structural level. Demotions rarely have a positive outcome for an employee. Usually it happens because of disciplinary issues, employees are demoted because of poor performance, or because of disobedience to work discipline such as frequent absences [9]. According to Greenberg and Baron [10] Indicators of demotion variables are the inability of employees to carry out the duties and responsibilities given by the company resulting in low work performance, rationalisation of the number of employees due to effectiveness and efficiency programs in company management and due to personal requests from the employees concerned.

Mutations

Mutation is the placement of a person on a new assignment with responsibilities, position hierarchy and income that is relatively the same as his or her old status. In this case, an employee is placed in a new work unit that is different from the work unit where the person has been working. [3]. A transfer occurs when an employee is moved from one line of duty to another that is at a similar level of pay, responsibility and structural level. There are various types of mutations, including mutations due to employee wishes and mutations at the discretion of management.

Position Promotion

Promotion is when an employee is moved from one job to another job with greater responsibility, a higher level in the hierarchy of positions and greater income. Every employee desires a promotion because it is seen as a reward for one's success in showing high work performance in fulfilling their obligations. [3] Promotion provides an important role for every employee, even a dream that is always awaited. With promotion means there is trust and recognition of the ability and skills of the employee concerned to occupy a higher position. Promotion occurs when an employee is moved from one job to another that is higher in pay, responsibility and or level. Generally given as a reward, reward system or for past efforts and achievements, two problems arise. First, that decision-makers can objectively distinguish between strong and weak employees. Secondly, that hierarchically human beings tend to keep increasing their Mutation level. [9].

Conceptual framework

Based on the description above, the conceptual framework can be described as follows:

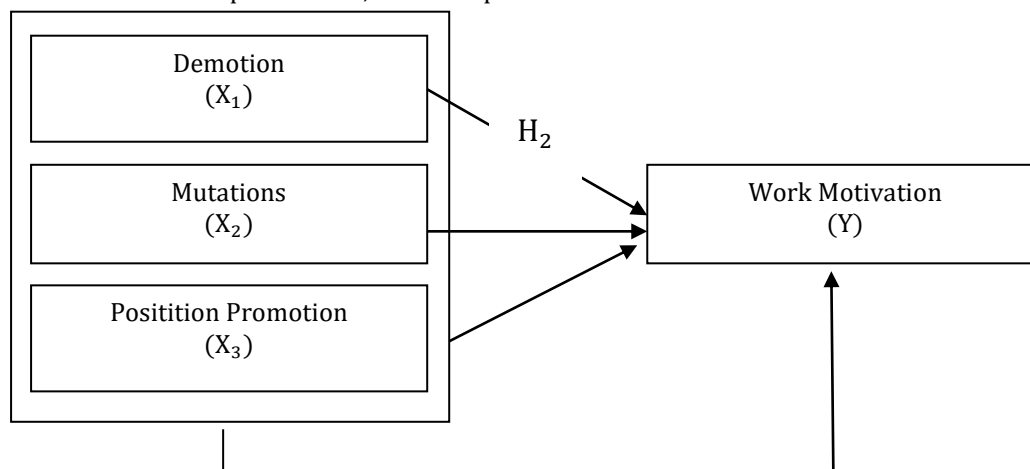


Figure 1. Conceptual Framework

Research Hypothesis

Based on the problem formulation and conceptual framework above, the hypothesis in this study can be formulated as follows:

1. There is an effect of demotion on employee work motivation
2. There is an effect of mutation on employee work motivation
3. There is an effect of promotion on work motivation
4. There is an effect of demotion, mutation, promotion together on employee work motivation.

2. METHOD

This research is a quantitative study to find out the influence between variables. The object of this research is employees at Bank Indonesia West Sumatra. Bank Indonesia West Sumatra is located at Jl. Jend. Sudirman No.22, Jati Baru, Kec. Padang Tim., Padang City, West Sumatra 251293. The research was conducted from July 2022 to June 2023. The sampling technique used in this study is a total sampling technique where the number of samples is the same as the population. The reason for taking total sampling is because the population is less than 100, the entire population is used as a research sample. The sample used in this study was 68 employees at Bank Indonesia West Sumatra.

Types of Research Data

There are 2 data sources used in this research, namely secondary data sources and primary data sources. Primary data is data directly obtained from research samples. Data from research samples, namely data on organisational culture and service quality. Secondary data sources are data sources such as employee data, organisational structures, journals, and readings related to research and this data source is obtained from Bank Indonesia West Sumatra. The instrument used in this research is a questionnaire sheet, containing questions about the demographics of respondents such as gender, age, occupation, and length of work of employees, especially employees at Bank Indonesia West Sumatra. In

addition, the questionnaire also contained statements about respondents' views relating to demotion, transfer, promotion, and work motivation.

Data Analysis Techniques

Data obtained from various instruments were analysed qualitatively and quantitatively. Data analysis is used to see if there is a relationship between organisational culture and service quality. The analysis used in this research is inferential statistical analysis. The analysis carried out is validity analysis, instrument reliability, descriptive analysis, prerequisite test analysis, namely normality test, multicollinearity and homogeneity test, then hypothesis testing is carried out multiple linear regression test.

Hypothesis Test

Hypothesis testing is carried out partially (t test) and simultaneously (F test). The calculation of these tests will be carried out with the help of the IBM SPSS (Statistical Package for the Social Sciences) for Windows version 24.0 programme.

3. RESULT AND DISCUSSION

Respondent Characteristics

Based on data obtained from the Population and Civil Registration Office of Kerinci Regency, the following are the characteristics of the respondents used in this study:

Table 1. Characteristics of Respondents

Category	Characteristics	Number (n)	Percentage (%)
Gender	Male	58	85
	Female	10	15
Age	Between 20 - 30 years old	9	13
	Between 31 - 40 years old	35	51
	Between 41 - 50 years old	9	13
	Between 51 - 60 years old	15	22
Education	SMA	38	56
	S1	21	31
	S2	7	10
Group	S3	2	3
	Group 1	43	63
	Group 2	11	16
	Group 3	5	7
	Group 4	3	4
	Group 5	3	4
Employment Status	Group 6	3	4
	Group 1	43	63
	Group 2	11	16
	Group 3	5	7
	Group 4	3	4
	Group 5	3	4
Period of Service	Group 6	3	4
	Between 0 - 10 years	40	59
	Between 11 - 20 years	10	15
	Between 21 - 30 years	11	16
	Between 31 - 40 years	7	10

Source; Data processed, 2023

Table 1 shows that many respondents are male, namely 58 respondents (85%) while women are only 10 respondents (15%). It can be concluded that most of the employees of Bank Indonesia West Sumatra are male. Respondents aged between 20-30 years were 9 respondents (13%), between 31-40 years were 35 respondents (51%), between 41-50 years were 9 respondents (13%), and between 51-60 years were 15 respondents (22%). These results can be concluded that most of the employees of Bank Indonesia West Sumatra are between 31-40 years old. It can be said that these employees are in productive age. In addition, it is also known that most of the employees of Bank Indonesia West Sumatra still have a high school education. Most of the employees of Bank Indonesia of West Sumatra are still in

the low class, namely 1-3. Most of the employees of Bank Indonesia West Sumatera still have new experience in working.

Multiple Linear Regression

The following table shows the results of multiple linear regression in this study:

Table 2. Multiple Linear Regression Analysis Results

Variable	Regression Coefficient	t count	Sig.	Conclusion
Konstanta	44.969	4.830	.000	
Demotion (X1)	-0.421	-3.890	.001	Influential
Mutation (X2)	-0.331	-5.454	.000	Influential
Promotion (X3)	0.465	3.490	.001	Influential

Source; Data processed, 2023

Based on table 2, the regression equation can be described as follows:

$$Y = 44.969 - 0.421 X_1 - 0.331 X_2 - 0.465 X_3$$

With the explanation of the above equation is:

1. The constant value of 44.969 with a positive sign means that even if there is no demotion, mutation and promotion, the work motivation of Bank Indonesia West Sumatra employees remains at 44.969.
2. The regression coefficient of the demotion variable shows a negative influence on the work motivation of employees of Bank Indonesia West Sumatera with a value of 0.421, meaning that every one unit increase in the demotion variable will reduce work motivation by 0.421.
3. The regression coefficient of the mutation variable shows a negative effect on the work motivation of employees of Bank Indonesia West Sumatera with a value of -0.331, meaning that each increase of one unit of the mutation variable will reduce work motivation by -0.331.
4. The regression coefficient of the promotion variable shows a positive influence on the work motivation of employees of Bank Indonesia West Sumatera with a value of 0.465, meaning that each increase of one unit of the promotion variable will increase work motivation by 0.465.

Coefficient of Determination

In order to find out how much influence demotion, mutation and promotion have on the work motivation of Bank Indonesia West Sumatra employees, it can be seen from the magnitude of the R square value in the following table:

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.804 ^a	.646	.124	13.09655

Source; Data processed, 2023

Table 3 shows that the R square value shows 0.646, this indicates that the contribution of demotion, transfer and promotion variables to the work motivation variable is 64.6% while 35.4% is determined by other factors not examined in this study such as leadership style, organisational culture and so on.

T-Test

Partial regression testing (t test) is useful for testing the effect of each independent variable partially on the dependent variable. In order to determine whether there is an influence of each independent variable on the dependent variable, it is seen by comparing the probability value (p-value) of each variable with the significance level used at 5%. Based on the results of data processing, the following data were obtained:

1. Based on the first hypothesis proposed by the researcher, it shows that the demotion variable has a significant effect on the work motivation of Bank Indonesia West Sumatera employees. It is also explained in the regression analysis results that the demotion variable has a tcount value of 3.890 greater than the t table 1.978 and obtained a significance value of 0.001 less than the significance level of 0.05 (0.001 < 0.05). Therefore it can be concluded that H1 is accepted.
2. The second hypothesis explained that the mutation variable has a tcount value of -5.454 smaller than the ttable -1.978 and and obtained a significance value of 0.000 smaller than the significance level of 0.05 (0.000 < 0.05). Therefore, it can be concluded that mutation has a significant effect on the work motivation of Bank Indonesia West Sumatera employees, so H2 is accepted.

3. The test results for the third hypothesis show that job promotion has a significant effect on the work motivation of employees of Bank Indonesia West Sumatera. Job promotion has a tcount value of 3.490 less than the t table 1.978 and and obtained a significance value of 0.001 less than the significance level of 0.05 ($0.001 < 0.05$), then H3 is accepted.

F-Test

The fourth hypothesis shows that demotion, mutation and promotion together have a significant effect on the work motivation of Bank Indonesia West Sumatra employees, it can be seen that the value of $F_{hitung} > F_{tabel}$ ($15,172 > 3.07$) with a significance of $0.000 < 0.05$, then H4 is accepted. This shows that the effect of demotion and mutation on work motivation is negative. This can be seen from the regression coefficient value shown by b1 and b2 which is negative. The negative value indicates that if these variables are increased, it will reduce work motivation. Meanwhile, the effect of job promotion is positive as seen from the regression coefficient value shown by b3 which is positive, meaning that if job promotion is increased, it will increase work motivation.

The effect of demotion on work motivation

The results of hypothesis testing (H1) have proven that the demotion variable has a significant effect on the work motivation of Bank Indonesia West Sumatra employees with a significance level of $0.001 < \alpha 0.05$, thus it can be concluded that H1 is accepted. The regression coefficient of the demotion variable shows a negative effect on work motivation. So it can be said that demotion has a negative and significant effect on the work motivation of employees of Bank Indonesia West Sumatera. From this study it can be said that demotion has a role in increasing work motivation, the higher the demotion, the lower the work motivation, on the contrary the lower the demotion, the higher the work motivation.

The results of descriptive analysis on the demotion variable are in the high category, where the dimension of personal requests obtained the lowest respondent achievement. This means that personal requests have a high impact on employee demotions at Bank Indonesia West Sumatra. If employees' personal requests are high, it will have an impact on low work motivation. The results of this study are in line with Neni's research (Zanaria, 2020) which found that demotion has an effect on work motivation. The same thing is also shown by research conducted by Qordhowi [11] where the results showed that demotion partially had a significant effect on work motivation.

The effect of mutation on work motivation

Based on the results of hypothesis testing (H2), it has proven that the mutation variable has a significant effect on the work motivation of Bank Indonesia West Sumatra employees with a significance level of $0.000 < \alpha 0.05$, thus it can be concluded that H2 is accepted. The regression coefficient of the mutation variable shows a negative effect on work motivation. So it can be said that mutation has a negative and significant effect on the work motivation of employees of Bank Indonesia West Sumatera. Based on this research, it can be said that mutation has an impact on decreasing work motivation. The higher the mutation, the lower the work motivation, otherwise the lower the mutation, the higher the work motivation.

The results of descriptive analysis on the mutation variable are in the high category, where the dimension of determination in determining mutations obtained the lowest respondent achievement. This means that the frequency of mutations has a low impact on mutations made by employees at Bank Indonesia West Sumatra. If the mutation is high, then work motivation will decrease. The results obtained from this study are in line with Farianda's research, [12] showing that mutation has a significant effect on work motivation. In addition, direct mutation has a negative and significant effect on employee work motivation.

The effect of job promotion on work motivation

The results of hypothesis testing (H3) have proven that the promotion variable has a significant effect on the work motivation of Bank Indonesia West Sumatra employees with a significance level of $0.001 < \alpha 0.05$, thus it can be concluded that H3 is accepted. The regression coefficient of the position promotion variable shows a positive influence on work motivation. So it can be said that job promotion has a positive and significant effect on the work motivation of employees of Bank Indonesia West Sumatera. From this research it can be said that job promotion has an impact on the rise and fall of employee work motivation. The higher the promotion, the higher the work motivation, on the contrary, the lower the promotion, the lower the work motivation.

The results of descriptive analysis on job promotion variables are in the low category, where the discipline dimension obtained low respondent achievements. This means that discipline has a high impact on promotions made by employees at Bank Indonesia West Sumatra. If promotions occur frequently, it will result in increased work motivation. The results obtained from this study are in line with Prabowo's research, [13] shows that job promotion has a significant effect on work motivation. In line with research Khotimah [14] Direct promotion has a positive and significant effect on employee work motivation.

The effect of demotion, mutation and promotion together on work motivation.

The results of hypothesis testing (H4) have proven that the variables of demotion, transfer and promotion together have a significant effect on the work motivation of employees of Bank Indonesia West Sumatra. Through the results of calculations that have been carried out, the value of $F_{hitung} > F_{tabel}$ ($15,172 > 3,07$) with a significance of $0,000 < 0,05$, then H4 is accepted. The contribution of the influence of demotion, mutation and promotion to work motivation is 64.6% while 35.4% is determined by other factors not examined in this study such as leadership style, organisational culture and so on.

4. CONCLUSION

Based on the description of the results and discussion, it can be concluded that demotion has a negative and significant effect on the work motivation of Bank Indonesia West Sumatra employees. The higher the demotion, the lower the work motivation, otherwise the lower the demotion, the higher the work motivation. Mutation has a negative and significant effect on the work motivation of employees of Bank Indonesia West Sumatera. The higher the mutation, the lower the work motivation, otherwise the lower the mutation, the higher the work motivation. Job promotion has a positive and significant effect on the work motivation of employees of Bank Indonesia West Sumatera. The higher the promotion, the higher the work motivation, otherwise the lower the promotion, the higher the work motivation. In addition, it is also known that demotion, mutation and promotion together have a significant effect on the work motivation of employees of Bank Indonesia West Sumatera.

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