

The Influence of Job Mutation and Work Engagement on Job Satisfaction and Its Impact on Employee Performance of Health Social Security Administering Body (BPJS Health) of The Banda Aceh Branch

Maryadi Usman¹, Muhammad Adam², & Muhlis³

Management Department, Universitas Syiah Kuala, Indonesia

DOI - <http://doi.org/10.37502/IJSMR.2024.7302>

Abstract

This study aims to test the Job mutation and Work engagement effect on Job Satisfaction and their impact on the performance of Health Social Security Administering Body (BPJS) employees in the Banda Aceh Branch. In this study, the intended population was all employees, totaling 78 people. The sampling technique used a saturated sampling. Data were processed using the Partial Least Square (PLS) method. The result shows in the BPJS Health of Banda Aceh Branch that job mutation influences significantly Job Satisfaction, Work Engagement influences significantly Job satisfaction, Job mutation does not influence significantly employee performance, Work Engagement influences significantly employee performance, Job satisfaction influences significantly employee performance, Job Satisfaction mediates fully the Job mutation influencing Employee Performance, and Job Satisfaction mediates partially the Work Engagement influencing Employee Performance. These findings conclude that the model for increasing employee performance at BPJS Health of Banda Aceh Branch is a function of increasing job mutation, strengthening work engagement, and increasing job satisfaction of these employees.

Keywords: Job mutation, Work Engagement, Job Satisfaction, Employee Performance

1. Introduction

In the era of National Health Insurance (JKN), which became effective on January 1, 2014, every citizen is required to become a JKN participant. The Health Social Security Administering Body, hereinafter referred to as BPJS Health, is a legal entity established to administer the Health Insurance program. Following the regulation concerning BPJS Health, all Indonesian residents must become BPJS Health participants. Participants are everyone, including foreigners who have worked for at least 6 (six) months in Indonesia, and who have paid contributions. Membership is divided into two, namely (1) Recipients of Contribution Assistance (PBI) for Health Insurance, namely the poor and underprivileged people who are determined by the government and regulated through government regulations, and (2) Non-Recipients of Contribution Assistance (NON-PBI) for Health Insurance, namely recipient workers. wages and their family members, non-wage workers and their family members, non-workers and their family members, veterans, independence pioneers, widows, widowers, orphans of veterans and independence pioneers.

The BPJS Health service concept uses a tiered referral system as follows: (1) First Level Health Service Provider (PPK 1) also called first-level provider is the first referral capable of providing

basic health services, (2) Second Level Health Service Provider (PPK 2) or also called level two provider is the second referral who can provide specialist health services and (3) Level Three Health Service Provider (PPK 3) or also called level three provider is the third reference who can provide sub-specialist health services. Even though BPJS Health helps economically disadvantaged communities, in its realization, BPJS Health is often criticized and experiences several obstacles. In several regions in Indonesia, the performance and realization of BPJS Health are still experiencing many problems. Even poor performance often causes economic problems. Some examples of problems and obstacles to BPJS Health services that are often experienced by the community are:

1. BPJS participants can only receive treatment at a hospital or specialist doctor if the participant is in an emergency condition or have a referral letter from Health Facility 1, such as the Community Health Center (Puskesmas), family doctor, and clinic registered with BPJS Health.
2. The choice of health facility is often a problem for BPJS participants because sometimes the location of the health facility is far from where they live. Although there are quite a lot of choices on offer, participants can only choose one health facility.
3. BPJS Health participants can only get services at hospitals that are registered and collaborate with BPJS Health. If the participant refers to a hospital that is not on the list, then health services using BPJS Health are not valid

Several obstacles regarding services from BPJS Health show that the performance of BPJS Health still needs to be improved. One measure of an organization's success is human resources because an organization's performance cannot be separated from the performance of its employees. (Robbins & Judge, 2017) employee performance is the work results achieved by a person based on their work. A job has certain conditions that must be implemented to achieve goals which are also called job standards. Below is data on the performance of BPJS Health Banda Aceh Branch employees.

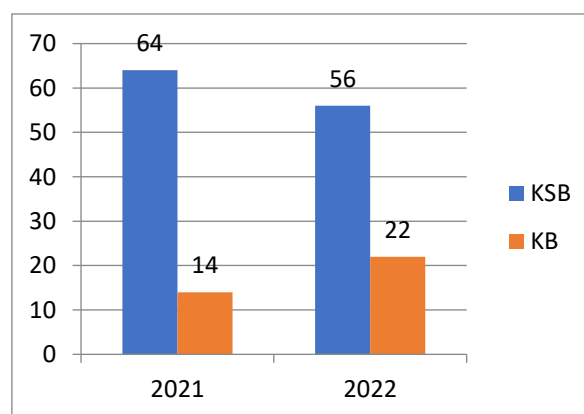


Figure 1. Employee Performance in 2021-2022

Figure 1 shows there will be a decline in employee performance in 2022, where there will be a decrease in the KSB (Very Good Performance) rating for employee performance, while the KB (Good Performance) performance rating will increase. This is in line with the problems discussed previously, namely that there are several obstacles experienced by the community due to a decline in employee performance. Based on the pre-survey with 30 respondents, the employee performance variable obtained a mean value of 3.30. The average value is <3.41,

which shows the performance is still not good/optimal. Satisfaction is an important factor that a company must pay attention to. (Robbins & Judge, 2017) and (Huang & Liu, 2012) stated satisfaction is the gap between actual and expected income compared by personnel with others regarding salary increases and promotions according to their services and income. With high satisfaction, they will work enthusiastically (Zulfikar, Amri, & Putra, 2020). Based on the pre-survey, a mean value of 3.38 was obtained, with the category not being good ($3.38 < 3.41$), which means there are employees dissatisfied with the company.

One factors that influence employee performance and satisfaction are job mutation. Research by (Rahmadi, 2012) found that there is a significant and partial influence between the Job mutation variable on employee satisfaction. Based on the pre-survey on the job mutation variable, a mean value of 3.39 was obtained with the unfavorable category ($3.39 < 3.41$) which means there are still many employees who feel dissatisfied with the job mutation that has been taking place at the moment. The next thing that affects how well employees do their jobs and how happy they are at work is how engaged they are with their work. When workers feel involved, they will feel more motivated to do their best at work (Marciano, 2010). One thing that often happens in the HR system is how the employees behave, which can affect the company's performance. Work engagement is an important topic in managing people at work. The study by (Alfian, Adam, & Ibrahim, 2017) shows that when people are excited about their work, they do better at their jobs. The initial survey showed that most employees have low engagement with their work, with an average score of 3.37 This means a lot of employees are not very involved in their jobs.

2. Literature

Employee Performance

(Siagian, 2014) says that employee performance is how well someone can do their job to reach goals and complete tasks without needing to give up too much. Meanwhile, (Susanto, 2019) says that employee performance is how well a person does at their job, which can make the company more productive. (Wibowo, 2019) stated that employee performance means how well a person does their job according to the company's rules. (Sulistiyani, Widiani, & Sutopo, 2017) said some signs affect how well employees do at their jobs, such as.:

1. Work Quantity: the output according to the available work time. What needs to be paid attention to is not the routine results but how quickly the work can be completed;
2. Work Quality: the work results that are based on established standards, measured through accuracy, thoroughness, skill, cleanliness;
3. Reliability: whether or not employees can be relied on, is the ability to fulfill or follow instructions, initiative, caution, diligence, and cooperation;
4. Initiative: the ability to recognize problems and take corrective action, provide suggestions for improvement, and complete responsibilities.

Job satisfaction

Employee performance is always connected to how happy they are with their job. This means that to make employees do better at their job, the company needs to make sure employees are happy and also make them even happier. Terry in (Simanjuntak, 2020) says that satisfaction at work comes from having a positive attitude, strong beliefs, and being fully committed to a way

of working that brings everything together. (Fitri, Deri, Amar, & Abror, 2018) revealed the things we used to see if people are happy include:

- a) Work itself: Each job requires certain skills according to its respective field. Whether a job is difficult or not, as well as a person's feelings, will increase or decrease satisfaction
- b) Responsibility: is a person's obligation to carry out assigned functions as well as possible following the direction received.
- c) Supervision: Effective supervision will help increase worker productivity through good work organization, providing concrete instructions according to work standards, and adequate supplies and other support.
- d) Company Policy: is the level of conformity felt by the workforce to all policies and regulations that apply within the company

Job mutation

According to (Nitisemito, 2015), job mutation means company leaders moving employees from one similar-level job to another. Additionally, (Hasibuan, 2016) said that job mutation is when someone's position or work changes in a company, either moving to a different job or taking on new responsibilities. Job mutation is part of helping employees get better at their jobs so they can work better in the company (government). Indicators for job mutation are as follows (Hasibuan, 2016).

1. To fulfill the wishes of the employee concerned;
2. To meet the shortage of personnel in other units/sections;
3. To place employees according to their skills, abilities, and fields.
4. To increase trust and recognition regarding employees' abilities and skills to occupy higher positions.

Work Engagement

According to (Albrecht, 2010), work engagement is an illusory force (commitment to the organization, pride in work, mobilization of time and energy, passion and interest) that motivates employees to perform at a higher level. (Bakker & Xanthopoulou, 2013) stated that engagement is a positive, fulfilling, work-related experience that includes three complementary dimensions, namely vigor, dedication, and absorption.

(Schaufeli, Bakker, & Salanova, 2006) reveals the indicators of work engagement are as follows:

1. Passionate about doing work
2. Not easily give up
3. Be proud when you do a complete job
4. Pouring my heart and soul into one job
5. Feeling tied to work
6. Focus when working

Hypothesis

The hypotheses determined for this study are:

H1: job mutation influences significantly Job Satisfaction,

H2: Work Engagement influences significantly Job Satisfaction,

H3: Job mutation influences significantly employee performance,

H4: Work Engagement influences significantly employee performance,

H5: Job satisfaction influences significantly employee performance,

H6: Job Satisfaction mediates fully the Job mutation impact towards Employee Performance, and

H7: Job Satisfaction mediates partially the Work Engagement impact towards Employee Performance.

3. Method

The population of all employees at BPJS Health Banda Aceh Branch is 78 people. The sample is a small part that represents the entire research population. The sampling technique used is a census technique because the population is relatively small. It was 78 people. Data were analyzed using the Partial Least Square (PLS) to measure the relationship of constructs.

4. Result

This research hypothesis testing was carried out to see T Statistics as in Table 2 below.

Table 1. Regression

| Variable | Original Sample | Sample Mean | Standard Deviation | T- statistics | P-values |
|----------|-----------------|-------------|--------------------|---------------|----------|
| X1→Y | 0.485 | 0.475 | 0.116 | 4,180 | 0,000 |
| X1→Y | 0.467 | 0.173 | 0.116 | 4,030 | 0,000 |
| X1→Z | 0.180 | 0.177 | 0.151 | 1,193 | 0.233 |
| X2→Z | 0.267 | 0.251 | 0.164 | 2,622 | 0.005 |
| Y→Z | 0.445 | 0.453 | 0.102 | 2,446 | 0.015 |

Source: Processed Primary Data, (2023)

H1: Job Mutation Impact on Job Satisfaction

The first test was carried out to see whether job mutation affected job satisfaction. From Table 1 above, the original sample shows the estimate of LS is 0.485 with $p < 5\%$. The positive value indicates job mutation effects significantly job satisfaction.

H2: Work Engagement Impact on Job Satisfaction

The first test was carried out to see whether Work engagement affected Job Satisfaction. From Table 1 above, the original sample shows the estimate of LS is 0.467 with $p < 5\%$. The positive indicates Work engagement affects Job Satisfaction.

H3: Job Mutation Impact on Employee Performance

The fourth test was carried out to see whether job mutation affected employee performance. From Table 1 above, the original sample shows the estimate of LS is 0.180 with $p > 5\%$. The p-value indicates job mutation does not have an effect on employee performance.

H4: Work Engagement Impact on Employee Performance

The fourth test was carried out to see whether work engagement affected employee performance. From Table 1 above, the original sample shows the estimate of LS is 0.267 with $p < 5\%$. The positive value indicates work engagement affects employee performance.

H5: Job Satisfaction Impact on Employee Performance

The fifth test was carried out to see whether Job Satisfaction affected Employee Performance. From Table 1 above, the original sample shows the estimate of LS is 0.445 with $p < 5\%$. The positive value indicates job satisfaction affects employee performance.

H6: Job Mutation Impact on Employee Performance Through Job Satisfaction

Testing the mediating effect of Job mutation variables on Employee Performance can be explained as follows:

Table 2. Sobel Test I

| Input: | | Test statistic: | Std. Error: | p-value: |
|----------------|-------|-------------------------|-------------|------------|
| a | 0.485 | Sobel test: 3.01863324 | 0.07149759 | 0.00253918 |
| b | 0.445 | Aroian test: 2.9781287 | 0.07247 | 0.00290014 |
| s _a | 0.116 | Goodman test: 3.0608367 | 0.07051177 | 0.00220719 |
| s _b | 0.102 | Reset all | Calculate | |

From the Sobel calculation, we get a $Z -3.018 > 1.98$ with $p < 5\%$, thus proving that Job Satisfaction mediates the Job mutation effect on Employee Performance. The mediation results showed full mediation, where the Job mutation variable affects significantly Job Satisfaction directly, but not affects significantly Employee Performance directly, and significantly as a mediator on Job mutation effect on Employee Performance.

H7: Work Engagement Impact on Employee Performance Through Job Satisfaction

Testing the mediating effect of Job mutation variables on Employee Performance can be explained as follows:

Table 3. Sobel Test II

| Input: | | Test statistic: | Std. Error: | p-value: |
|----------------|-------|--------------------------|-------------|------------|
| a | 0.467 | Sobel test: 2.95865237 | 0.07023975 | 0.00308987 |
| b | 0.445 | Aroian test: 2.91754783 | 0.07122934 | 0.00352796 |
| s _a | 0.116 | Goodman test: 3.00154468 | 0.06923602 | 0.00268614 |
| s _b | 0.102 | Reset all | Calculate | |

From the Sobel calculation, we get a $Z -2.958 > 1.98$ with $p < 5\%$, thus proving that Job Satisfaction mediates the Work Engagement effect on Employee Performance. The mediation results showed partial mediation, where the Work engagement variable has a significant effect both on Job Satisfaction and Employee Performance directly, and is also significant as a mediator on the Work Engagement effect on Employee Performance.

5. Conclusion

The result shows in the BPJS Health of Banda Aceh Branch that job mutation influences significantly Job Satisfaction, Work Engagement influences significantly Job satisfaction, Job mutation does not influence significantly employee performance, Work Engagement influences significantly employee performance, Job satisfaction influences significantly employee performance, Job Satisfaction mediates fully the Job mutation influencing Employee Performance, and Job Satisfaction mediates partially the Work Engagement influencing Employee Performance. These findings conclude that the model for increasing employee performance at BPJS Health of Banda Aceh Branch is a function of increasing job mutation, strengthening work engagement, and increasing job satisfaction of these employees. The interesting is in job satisfaction, there are times to act as a full mediator and there are times to act as a partial mediator. These findings become the basis for developing advanced theoretical models in subsequent research. Limitations exist in the variables and subjects.

The recommendation can be given based on survey data:

- 1) For the Job mutation variable, the lowest average value was obtained for the item "employee work for trust and recognition regarding the employee's abilities and skills to occupy a higher position. This can be input for companies to carry out mutations according to the abilities of employees.
- 2) For the Work Engagement variable, the lowest average value was obtained for the item "I am proud if I can complete my work on time". This shows that employees feel less proud and it is a concern for the organization to instill a sense of pride if employees work according to predetermined targets.
- 3) For the Job Satisfaction variable, the lowest average value was obtained on the item "I was given more responsibility by the company ". This can be a concern for company management so that employees can be given more responsibility to increase employee job satisfaction.
- 4) For the employee performance variable, the lowest average value was obtained for the item "The quality of my work is always recognized and praised by the leadership." This can be a concern for companies to provide direction to leaders to motivate employees who excel.

References

- 1) Albrecht, S. L. (2010). *Handbook of Employee Engagement Perspectives, Issues, Research and Practice* (C. L. Cooper, Ed.). <https://doi.org/https://doi.org/10.4337/9781849806374.00007>
- 2) Alfian, F., Adam, M., & Ibrahim, M. (2017). Pengaruh Keterlibatan Kerja, Beban Kerja Dan Konflik Peran Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Pegawai Pada Dinas Pendidikan Aceh. *Jurnal Manajemen Inovasi*, 8(2), 84–96.
- 3) Bakker, A. B., & Xanthopoulou, D. (2013). Creativity and charisma among female leaders: The role of resources and work engagement. *The International Journal of Human Resource Management*, 24(14), 2760–2779. <https://doi.org/https://doi.org/10.1080/09585192.2012.751438>
- 4) Fitri, E., Deri, Amar, S., & Abror. (2018). Factors Influencing Job Satisfaction: The Case of Agriculture Department of Tanah Datar Regency. Conference: First Padang International Conference On Economics Education, Economics, Business and

- Management, Accounting and Entrepreneurship (PICEEBA 2018), 185–190. Padang: Atlantis Press.
- 5) Hasibuan, M. S. (2016). *Buku Manajemen Sumber Daya Manusia (Revisi)*. Jakarta: Bumi Aksara.
 - 6) Huang, M.-C., & Liu, T.-C. (2012). The impact of external environment and self-serving motivation on physician's organizational citizenship behaviors. *Journal of Behavioral Studies in Business*, 4, 1–10.
 - 7) Marciano, P. L. (2010). *Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT*. New York: Mc Graw Hill.
 - 8) Nitisemito, A. S. (2015). *Manajemen Personalia*. Jakarta: Ghalia Indonesia.
 - 9) Rahmadi, M. E. (2012). *Pengaruh Rekrutmen, Penempatan, Dan Pengembangan Karir Terhadap Kepuasan Kerja Pegawai*. UPN "VETERAN" YOGYAKARTA.
 - 10) Robbins, S. P., & Judge, T. A. (2017). *Essential of Organisational Behaviour* (14th ed.). New Jersey: Pearson.
 - 11) Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
 - 12) Siagian, S. P. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
 - 13) Simanjuntak, P. A. (2020). Pengaruh Etos Kerja, Kepuasan Kerja, Sikap Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Kantor Pelayanan Pajak Pratama Medan Polonia. *Jurnal Manajemen Dan Bisnis*, 2(1), 48–55. <https://doi.org/https://doi.org/10.30743/jmb.v2i1.2358>
 - 14) Sulistiyani, M., Widiani, M. E., & Sutopo. (2017). Pengaruh Stres Kerja, Konflik Kerja Dan Kepuasan Kerja Terhadap Prestasi Kerja Karyawan Pada PT. Japfa Comfeed Indonesia Tbk. Wonoayu Sidoarjo. *Jurnal Manajemen Branchmark*, 3(3), 335–347.
 - 15) Susanto, N. (2019). Pengaruh Motivasi Kerja, Kepuasan dan Disiplin Kerja Terhadap Kinerja Pegawai pada Divisi Penjualan PT. Rembaka. *Agora*, 7(1), 1–6.
 - 16) Wibowo. (2019). *Perilaku Dalam Organisasi* (2nd ed.). Medan: Raja Grafindo Persada.
 - 17) Zulfikar, Amri, & Putra, T. R. I. (2020). The Effect of Perceived Organizational Support and Psychological Empowerment On Employee Engagement and Its Impact On The Satisfaction of Administrative Employee in General Hospital Rsudza. *International Journal of Scientific and Management Research*, 3(3), 71–83.