

# Work Discipline and Staff Transfers: Effects on Employee Performance at the Timur Jakarta City Development Planning Agency

Amirudin

Faculty of Economics and Business, Universitas Teknologi Muhammadiyah Jakarta

## ABSTRACT

This research aims to examine the relationship between work discipline and transfers on employee work performance at the Secretariat of the Regional Development Planning Agency (Bappeda) of the East Jakarta Administrative City. The type of research used in this research is descriptive quantitative research. The research used a questionnaire, the population was employees at the tribal secretariat of the East Jakarta Administrative City Development Planning Agency, totaling 182 employees, with a total of 65 respondents. Data processing uses the SPSS application with data testing: classic test, descriptive statistical test, classic test and hypothesis test. The results of this research are that work discipline influences work performance at the Secretariat of the East Jakarta Administrative City Development Planning Sub-agency. Meanwhile, work transfers have no effect on work performance at the Secretariat of the East Jakarta Administrative City Development Planning Sub-agency. However, work discipline and transfers simultaneously influence work performance at the Secretariat of the East Jakarta Administrative City Development Planning Agency.

**KEYWORDS:** Work Discipline, Transfer, Work Performance, Bappeda Secretariat.

## 1. INTRODUCTION

Government agencies are organizations with specific goals, where their activities are always directed towards achieving these goals. Important production factors include natural resources, machines, capital, and especially human resources, which play a crucial role in the success of an organization. Work discipline, including time discipline and compliance with regulations, greatly influences work performance. Work discipline is an important aspect in human resource management that contributes to organizational effectiveness.

Government Regulation Number 53 of 2010 regulates civil servant discipline to improve the quality of public services. High discipline is expected to improve the quality of work and service. In addition, employee transfers, which are job changes without changes in salary, aim to increase employee job satisfaction and performance by providing them with new opportunities (Suwanto et al., 2021).

Previous research from (Ruliana & Lempung, 2016) examined the influence of work discipline and employee placement on the work performance of East Kutai district secretariat employees. The results of the research are that work discipline influences the work performance of East Kutai district regional secretariat employees on the grounds that discipline helps and speeds up work so that it is completed on time. Meanwhile, research has been carried out regarding transfers by (Sudiantoro, 2014) regarding the effect of employee transfers on work performance at the financial audit agency (BPK) representing the province of DI Yogyakarta. Transfers carried out by companies can encourage employees to be motivated to improve their performance and careers.

Research has also been conducted by (Anjani & Teviana, 2024) regarding the influence of job transfers and work discipline on employee performance at the Medan Central North Sumatra Bank Office. Medan Center. Judging from the results of the questionnaire that was distributed, the number of employees who answered in the affirmative that I have the desire to provide the best results for the company, based on this, can show that the performance of employees at PT. Bank Sumut can be said to be good. Even so, PT. Bank Sumut still hopes that its employees can carry out their duties in accordance with applicable regulations, namely carrying out their duties with full dedication, awareness and responsibility. Work honestly, orderly, carefully and enthusiastically wherever

employees work. Come to work and comply with the provisions of working hours, and achieve the set work targets.

In the East Jakarta Administrative City Development Planning Sub-Agency, there are problems such as low work discipline, lack of sense of ownership of the organization, and ineffective employee transfers. This problem affects employee work performance. Based on these issues, this research is entitled "The Effect of Work Discipline and Transfers on Employee Work Performance in the East Jakarta Administrative City Development Planning Sub-Agency" to explore the influence of discipline and transfers on employee performance.

## 2. LITERATURE REVIEW

### Work Discipline

Work discipline is an attitude of willingness to comply with the rules and norms that apply in the organization, carried out consciously and without coercion (Suwanto et al., 2021) . According to (Komala Ayu & Sinaulan, 2018) , work discipline now includes compliance with regulations and as training for orderly behavior. Discipline not only includes order but also responsibility, with the main aim of ensuring employee behavior is in accordance with organizational rules (Chamariyah et al., 2022) . Disciplinary violations are actions that violate regulations both inside and outside working hours. Work discipline aims to ensure employees obey the rules and carry out their duties with full responsibility.

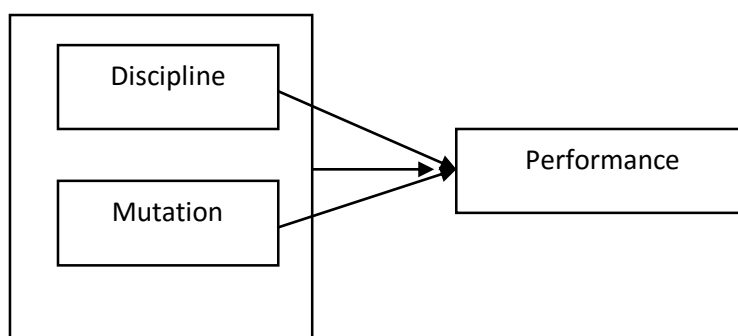
### Mutation

Employee transfer is the act of moving employees from one position or position to another within the organization with the aim of improving the match between employee and position, as well as increasing work efficiency and effectiveness (Sudiantoro, 2014) . Mutation is an important step to ensure employees are in positions that suit their abilities, which in turn helps achieve organizational goals effectively (Mutasi et al., 2015) . Transfers must be carried out in accordance with applicable procedures, without favoritism, and with the aim of improving employee and organizational performance

### Work performance

Work performance is a measure used to assess the results and quality of work achieved by individuals in carrying out their duties and responsibilities (Darmawati, 2014) . In general, work performance includes several main aspects that provide an overview of a person's effectiveness and efficiency in their work. Good work performance usually shows that individuals are not only able to complete their tasks well but also contribute positively to the success of the organization (Surya, et al, 2015) . Job performance appraisals are often used in human resource management processes to provide feedback, plan career development, and make decisions regarding promotions and rewards.

Figure1. Frameworks



Source: author's data processing

## 3. RESEARCH HYPOTHESIS

Here is a paraphrase of the given hypothesis:

H1: Work discipline has a positive impact on employee performance at the East Jakarta City Administration Development Planning Agency.

H2: The mutation process has a positive effect on employee performance at the East Jakarta City Administration Development Planning Agency.

H3: Work discipline and transfer together have a positive impact on employee performance at the East Jakarta City Administration Development Planning Agency.

**4. RESEARCH METHODOLOGY**

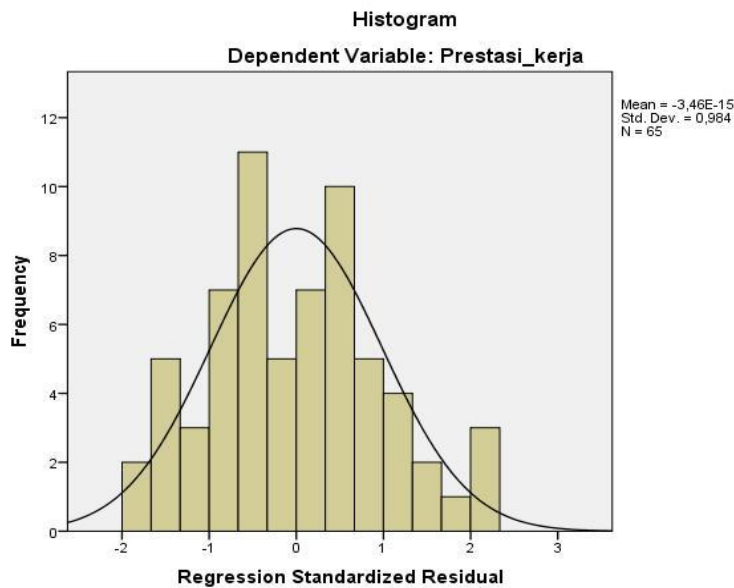
The type of research used in this research is descriptive quantitative research. The research used a questionnaire, the population was employees at the tribal secretariat of the East Jakarta Administrative City Development Planning Agency, totaling 182 employees. Data processing uses the SPSS application with data testing: classic test and hypothesis test

**5. RESEARCH RESULTS AND DISCUSSION**

**Data Quality Test Results**

**Normality Test**

**Figure 1. Normality Test**



Source: SPSS data processing results

From the PP Plot graph above, it is evident that the data clusters around the diagonal line, indicating that the normality test is satisfied and the model exhibits a normal distribution. These two graphs confirm that the regression model adheres to the assumption of normality.

**Multicollinearity Test**

**Table 2. Multicollinearity Test**

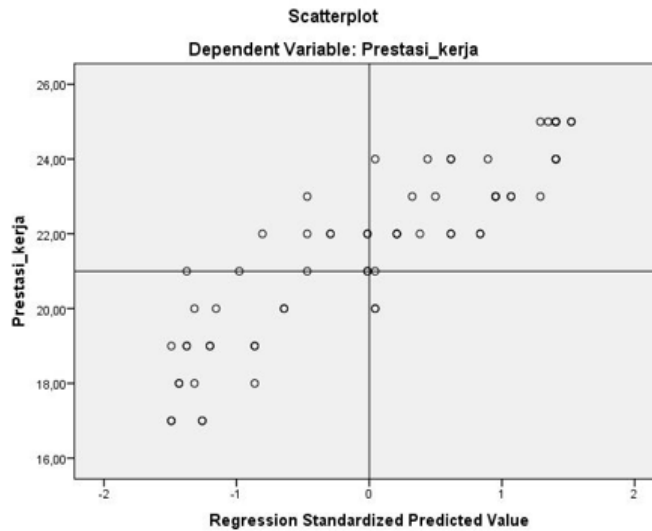
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,079	1,691		1,821	0.073
	Work_Discipline	0.943	0.063	0.874	15,038	0
	Mutation	0.121	0.07	0.1	1,717	0.091
a. Dependent Variable: Work_achievement						

Source: SPSS data processing results

It is known from the preceding table that the mutation value (X2) is 0.987 and 1.013, and the tolerance value and VIF value of the mutation variable (X1) are 0.987 and 1.013. Given that each variable's tolerance value is 0.10 and the VIF value falls between 1 and 10, it can be said that the model is free of multicollinearity symptoms, which indicate that there is no correlation or relationship between the independent variables.

**Heteroscedasticity Test**

**Figure 3. Heteroscedasticity test**



Source: SPSS data processing results

**Correlation Coefficient Analysis**

**Partial Test (t Test)**

**Table 4. Partial Test (t Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,079	1,691		1,821	0,073
	Work_Discipline	0,943	0,063	0,874	15,038	0
	Mutation	0,121	0,07	0,1	1,717	0,091

a. Dependent Variable: Work\_achievement

Source: SPSS data processing results

Based on multiple linear regression analysis, the equation is obtained:

$$Y = 3.079 + 0.943X_1 + 0.121X_2 + e$$

**Interpretation:**

- Constant (3.079):** If transfers and work discipline are zero, the employee's work performance is 3.079.
- Work discipline regression coefficient (0.943):** Every one-unit increase in work discipline increases employee performance by 0.943, assuming other variables remain constant.
- Mutation regression coefficient (0.121):** Every one-unit increase in mutations increases employee performance by 0.121, assuming other variables remain constant.

**t test:**

- Work discipline (X1):** t-count (15.038) > t-table (1.999) and significance (0.00) < 0.05, indicating a significant influence on work performance, so hypothesis (H1) is accepted.

- **Mutation (X2):** t-count (1.717) < t-table (1.999) and significance (0.091) > 0.05, indicating that it has no significant effect on work performance, so hypothesis (H2) is rejected

**Simultaneous Test (F Test)**

**Table 5. Simultaneous Test (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276,145	2	138,073	119,034	,000 <sup>b</sup>
	Residual	71,916	62	1.16		
	Total	348,062	64			
a. Dependent Variable: Work_achievement						
b. Predictors: (Constant), Mutations, Work_Discipline						

Source: SPSS data processing results

The F-calculated value is 119.034, which is greater than the F-table value of 1.999, and the significance value is 0.000. Because the significance value (0.000) is smaller than alpha (0.05), H0 is rejected and Ha is accepted. This shows that work discipline and transfers simultaneously have an influence on the work performance of employees of the Secretariat of the East Jakarta Administrative City Development Planning Agency. Thus, the research model meets the goodness of fit eligibility criteria.

**6. DISCUSSION OF RESEARCH RESULTS**

The influence of work discipline on work performance at the East Jakarta Administrative City Development Planning Sub-Agency Secretariat.

The results of this research show that work discipline influences work performance at the Secretariat of the East Jakarta Administrative City Development Planning Sub-agency. Work discipline includes compliance with rules, time and operational standards. Disciplined employees tend to be more consistent in carrying out their duties, which has a direct impact on the quality and quantity of their work. This consistency helps ensure that work is done well and according to established standards, which in turn improves job performance. Work discipline helps employees to manage time and resources more effectively. By adhering to schedules and deadlines, employees can complete their tasks more quickly and efficiently. This efficiency contributes to higher productivity and better work performance. The results of this research are in accordance with the results of research from (Suwanto et al., 2021) , (Komala Ayu & Sinaulan, 2018) (Rosalina & Wati, 2020)

The Influence of Mutations on Work Performance at the Secretariat of the East Jakarta City Administration Development Planning Agency

The absence of a significant influence between mutations (X2) on employee work performance at the Secretariat of the East Jakarta Administrative City Development Planning Sub-agency could be caused by several factors: Perhaps the mutations carried out did not optimally place employees according to their skills and competencies. If employees are transferred to positions that do not match their skills or experience, the positive impact of the transfer on job performance is minimal. Poor or non-transparent mutation procedures can affect the results. If employees do not understand the reasons or benefits of transferring, they may be less motivated and feel unappreciated, so that work performance does not increase. Job performance may be more influenced by other factors, such as work discipline, motivation, or work environment factors, than the mutation itself. If these factors are more dominant, the effect of mutations becomes insignificant. The results of this study are in accordance with (Cahyana et al., 2023) , (Efendi, 2014) , (Rorimpandey et al., 2023) .

The influence of work discipline (X<sub>1</sub>) and transfer (X<sub>2</sub>) together on work performance (Y) at the East Jakarta Administrative City Development Planning Sub-agency Secretariat

The significant influence of work discipline and transfers together on work performance (Y) at the Secretariat of the East Jakarta Administrative City Development Planning Sub-agency can be explained by several reasons: work discipline and transfers can work synergistically to improve work performance. Good work discipline ensures that employees comply with established rules and standards, while effective transfers place employees in positions that suit their skills. The combination of the two can optimize employee performance. Appropriate transfers ensure that employees are placed in positions that match their competence and experience. If supported by good work discipline, employees can adapt more quickly and work more productively, thereby increasing work performance. Well-managed work discipline and transfers can increase job satisfaction. High work discipline creates an orderly and fair work environment, while effective transfers provide career development opportunities. The research results are in accordance with (Cahyana et al., 2023) , (Anjani & Teviana, 2024) .

## 7. CONCLUSION

### 5 Conclusion

The results of this research show that work discipline influences work performance at the Secretariat of the East Jakarta Administrative City Development Planning Sub-Agency. Meanwhile, work transfers have no effect on work performance at the Secretariat of the East Jakarta Administrative City Development Planning Sub-Agency. However, work discipline and transfers simultaneously influence work performance at the Secretariat of the East Jakarta Administrative City Development Planning Agency.

### Limitations

This research only involved employees in one government institution, namely the East Jakarta Administrative City Development Planning Agency. This may limit the generalizability of the findings to other organizations or institutions, both in the public and private sectors. Variations in policy, organizational culture, and institutional structure can influence research outcomes.

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