

WORK LIFE BALANCE AND WORK MOTIVATION MEDIATING THE INFLUENCE OF MUTATIONS ON THE PERFORMANCE OF BPJS KETENAGAKERJAAN SAMARINDA EMPLOYEES

Gusti Muhammad Indra Rosmana

S2 Manajemen, Fakultas Ekonomi Bisnis, Universitas Mulawarman Samarinda
Correspondence author email: indragusti66@gmail.com

Sri Mintarti

S2 Manajemen, Fakultas Ekonomi Bisnis, Universitas Mulawarman Samarinda

Dirga Lestari

S2 Manajemen, Fakultas Ekonomi Bisnis, Universitas Mulawarman Samarinda

Abstract

This study aims to determine the effect of mutations on work life balance, work motivation, and employee performance at BPJS Ketenagakerjaan Samarinda. The research method used a questionnaire with a Likert scale and data analysis was carried out with Partial Least Square (PLS) and Structural Equation Model (SEM). The study population was all employees at the BPJS Ketenagakerjaan Samarinda Branch office, with a total population sample of 110 people. The results showed that job transfer has a significant effect on work-life balance and work motivation, but has no direct effect on employee performance. Work-life balance and work motivation have a significant influence on employee performance. The measurement and structural models showed high validity, good reliability, and decent predictive ability. This research confirms the importance of effective management in managing job transfer, work-life balance, and work motivation to improve employee performance. Suggestions include the development of work transfer policies that are oriented towards work-life balance, training programs to increase motivation, and further research to understand the full impact of work transfer.

Keywords: Work Life Balance, Work Motivation, Job Mutation, Employee Performance.

INTRODUCTION

Human resources in a company are a critical component for both large and small companies because human resources are one of the main factors that enable the achievement of the company's vision, information, and strategies. In a large company that encompasses human resources and the section that determines the business development plans and processes, the role of human labor in the company will directly impact the quality of the company's products or services.

According to Mangkunegara (2017:64), performance is the quality and quantity of results achieved by employees in carrying out the tasks assigned to them by their superiors. Whether an organization achieves its goals or not depends on its human resources. Considering the high performance of employees within the organization, it

is expected that the goals will be quickly achieved. Conversely, if there are employees with poor performance within the organization, the work results will also be poor, making it difficult to achieve the organization's goals. Therefore, more attention must be given to human resources to ensure that the performance produced meets the company's expectations.

Human Resources (HR) is the inherent human potential that exists in a person, including both physical and non-physical potential (Kadarisman, 2012). Therefore, a company must carefully manage its human resources to achieve the desired outcomes. One way a company manages its human resources is through job rotation.

The phenomenon that arises is the complexity of the relationship between employee transfers and their performance, with important factors such as work-life balance and work motivation acting as mediators. Transfers often become a strategy to optimize human resources, both in improving employee performance and meeting the changing needs of the organization. However, changes in position or job responsibilities involving transfers can present various issues that need to be addressed.

The changes resulting from job transfers can also affect employees' work-life balance. When employees feel overly burdened by new job demands or changes in their work schedules, it can disrupt the balance between their work and personal lives (GreatNusa, 2023). Disruptions in work-life balance not only impact individual well-being but can also lead to an overall decline in job performance.

Work motivation is a crucial factor mediating the relationship between transfers and employee performance. Employees who feel recognized and appreciated through positive transfers, such as promotions, may have high motivation to deliver their best performance (Nurmawati, 2020). However, unwanted or unclear transfers can damage motivation, even leading to dissatisfaction and decreased work enthusiasm.

BPJS Ketenagakerjaan is an institution that plays a central role in administering employment social security in Indonesia, bearing significant responsibility for protecting and improving workers' welfare across the country. Despite its noble goals, BPJS Ketenagakerjaan faces a series of complex issues that could hinder its performance in achieving its mission and vision. Although it has successfully reduced the number of transfers and employee resignations, these challenges demand further solutions to achieve significant performance improvements.

The phenomenon related to employee transfers and work-life balance is a major concern at the BPJS Ketenagakerjaan office in Samarinda. The Board of Directors Regulation (PERDIR) No. 22 of 2021 on BPJS Ketenagakerjaan Personnel Management provides a basis for employee transfers with a maximum limit of once every five years (BPJS, 2015). The impact of this regulation on employees, especially those affected by transfers, has significant consequences, such as decisions to resign. Therefore, it is important for the organization to consider the impact of transfer policies on employee

well-being and motivation and potentially to evaluate and adjust these policies to align with the organization's needs and goals.

Based on the above-mentioned issues and the findings from gaps in previous research, it is evident that there are differing opinions in past research results. Therefore, the researcher is interested in composing a study titled **"The Influence of Transfers on Employee Performance at BPJS Ketenagakerjaan Samarinda: The Mediating Role of Work-Life Balance and Work Motivation."**

RESEARCH METHOD

Research Design

The research on work-life balance and work motivation mediating the influence of transfers on employee performance at BPJS Ketenagakerjaan Samarinda uses a quantitative explanatory research design. This study aims to explain the positioning of the variables studied, such as transfers, work-life balance, work motivation, and employee performance at BPJS Ketenagakerjaan Samarinda, as well as the relationships between these variables. Transfers are identified as the independent variable, while work-life balance and work motivation are considered mediators that may mediate the effect of transfers on employee performance. A quantitative research approach is chosen to collect numerical data to statistically explain the causal relationships among the variables being studied.

Population and Sample

According to Sugiyono (2018), a population is a generalization area consisting of objects or subjects with specific qualities and characteristics identified by the researcher to be studied and then drawn conclusions from. From this definition, the population of this study includes all employees working at the BPJS Ketenagakerjaan branches in Samarinda and Balikpapan, totaling 110 employees.

A sample is a part of the population. According to Sugiyono (2018), a sample is a portion of the quantity and characteristics possessed by a population. The sampling method used is saturated sampling, where the total population is taken from the BPJS Ketenagakerjaan offices in Samarinda and Balikpapan, encompassing all employees working at these offices. Therefore, this study uses a sample size equal to the population, which consists of 110 employees from the BPJS Ketenagakerjaan Samarinda branch.

RESULT AND DISCUSSION

Analysis of Research Data

1. Outer Model Analysis

a. Convergent Validity

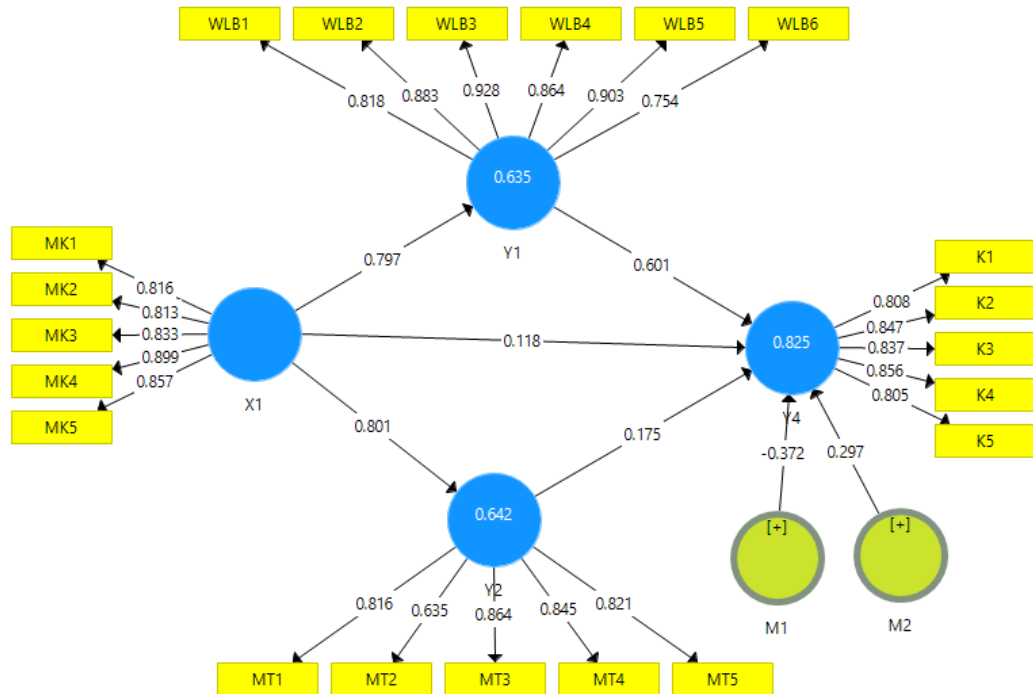


Figure 1. Convergent Validity

Source: data processed 2024

Table 1. Convergent Validity

Variable	Indicator	Outer Loading	Information
Mutation (X ₁)	MK1	0,816	Valid
	MK2	0,813	Valid
	MK3	0,833	Valid
	MK4	0,899	Valid
	MK5	0,857	Valid
Work Life Balance (Y ₁)	WLB1	0,818	Valid
	WLB2	0,883	Valid
	WLB3	0,928	Valid
	WLB4	0,864	Valid
	WLB5	0,903	Valid
	WLB6	0,754	Valid
Work Motivation (Y ₂)	MT1	0,816	Valid
	MT2	0,635	Tidak Valid
	MT3	0,864	Valid
	MT4	0,845	Valid
	MT5	0,821	Valid

Variable	Indicator	Outer Loading	Information
Employee Performance (Y3)	K1	0,773	Valid
	K2	0,782	Valid
	K3	0,874	Valid
	K4	0,895	Valid
	K5	0,897	Valid

Source: processed data, 2024

Based on the data in Table 1, each indicator within the respective variables shows a loading factor value greater than 0.7, except for the Work Motivation (Y2) indicator on MT2. To meet the requirement for convergent validity, which must be greater than 0.7, a second stage of data processing was performed, as shown in the figure below:

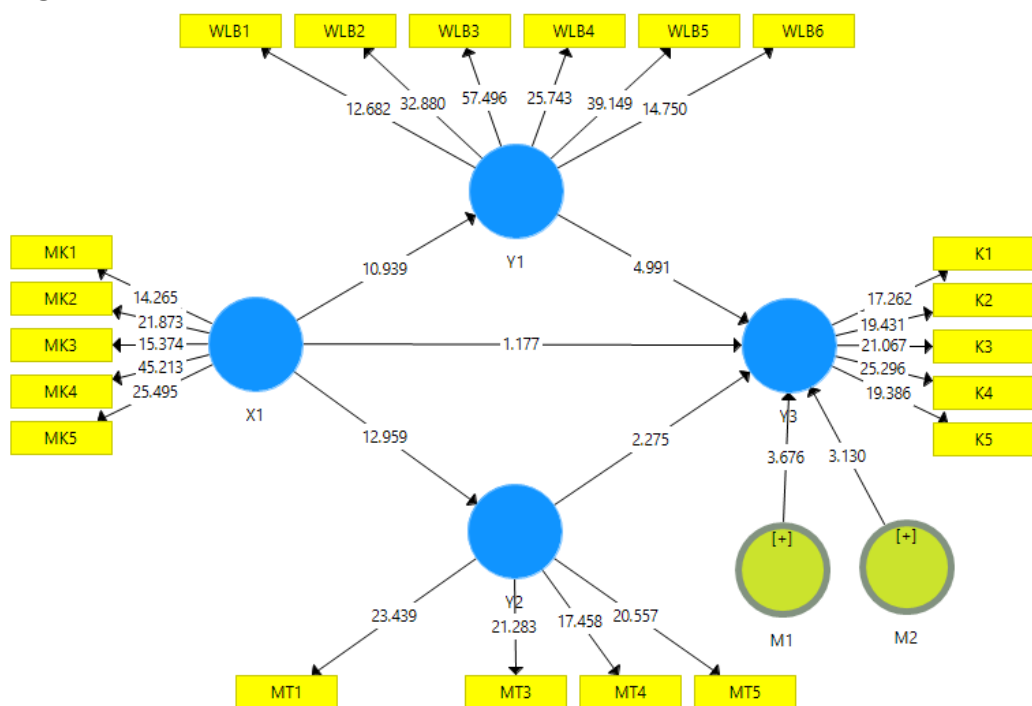


Figure 2. Convergent Validity Improvement

Source: data processed 2024

Table 2. Convergent Validity Improvements

Variable	Indicator	Outer Loading	Information
Mutation (X1)	MK1	0,815	Valid
	MK2	0,814	Valid
	MK3	0,832	Valid
	MK4	0,900	Valid
	MK5	0,857	Valid
Work Life Balance (Y1)	WLB1	0,818	Valid
	WLB2	0,883	Valid
	WLB3	0,928	Valid

Variable	Indicator	Outer Loading	Information
	WLB4	0,864	Valid
	WLB5	0,903	Valid
	WLB6	0,754	Valid
Work Motivation (Y2)	MT1	0,821	Valid
	MT3	0,868	Valid
	MT4	0,854	Valid
	MT5	0,841	Valid
Employee Performance (Y3)	K1	0,810	Valid
	K2	0,848	Valid
	K3	0,837	Valid
	K4	0,856	Valid
	K5	0,804	Valid

Source: processed data, 2024

Based on the results of the revised analysis in Table 2, after removing the invalid MT2 instrument, the remaining instrument values met the criteria, which is greater than 0.700. Therefore, all indicators for each variable have high validity and meet the requirements for the convergent validity test.

b. Discriminant Validity

Table 3. Discriminant Validity

Indicator	Mutation (X1)	Work Life Balance (Y1)	Work Motivation (Y2)	Employee Performance (Y3)
MK1	0,815	0,573	0,699	0,581
MK2	0,814	0,689	0,655	0,666
MK3	0,832	0,646	0,597	0,623
MK4	0,900	0,735	0,737	0,741
MK5	0,857	0,709	0,678	0,736
WLB1	0,789	0,818	0,688	0,757
WLB2	0,676	0,883	0,679	0,731
WLB3	0,701	0,928	0,772	0,784
WLB4	0,680	0,864	0,753	0,753
WLB5	0,719	0,903	0,811	0,788
WLB6	0,516	0,754	0,655	0,645
MT1	0,606	0,790	0,821	0,766
MT3	0,703	0,677	0,868	0,631
MT4	0,718	0,647	0,854	0,648
MT5	0,675	0,746	0,841	0,741
K1	0,701	0,677	0,739	0,810
K2	0,634	0,724	0,716	0,848
K3	0,667	0,705	0,666	0,837
K4	0,669	0,736	0,670	0,856
K5	0,638	0,759	0,636	0,804

Source: processed data, 2024

Based on the data in Table 3, it is evident that the cross-loading values show a greater correlation with their own construct indicators compared to the correlation values with other constructs. Therefore, it can be concluded that the constructs have good discriminant validity, as the indicators within the construct's indicator block are better compared to the indicators in other blocks.

c. Composite Reliability

Table 4. Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Mutation (X1)	0,899	0,925
Work Life Balance (Y1)	0,929	0,944
Work Motivation (Y2)	0,868	0,910
Employee Performance (Y3)	0,888	0,918

Source: processed data, 2024

Based on the data in Table 4, the results of the composite reliability test indicate that all variables have a high level of reliability with Cronbach's Alpha values greater than 0.7. The Work Transfers (X1) variable has a Cronbach's Alpha of 0.899 and a Composite Reliability of 0.925, indicating that the Work Transfers construct has excellent reliability. Similarly, the Work-Life Balance (Y1) variable has a Cronbach's Alpha of 0.929 and a Composite Reliability of 0.944, the Work Motivation (Y2) variable has a Cronbach's Alpha of 0.868 and a Composite Reliability of 0.910, and the Employee Performance (Y3) variable has a Cronbach's Alpha of 0.888 and a Composite Reliability of 0.918. With these high values, it can be concluded that all variables have good reliability and can be relied upon for further analysis.

d. Average Variance Extracted (AVE)

Table 5. Average Variance Extracted

Variable	AVE	Information
Mutation (X1)	0,712	Valid
Work Life Balance (Y1)	0,740	Valid
Work Motivation (Y2)	0,716	Valid
Employee Performance (Y3)	0,7	Valid

Source: processed data, 2024

Based on the data in Table 5, the results of the Average Variance Extracted (AVE) test show that all variables have AVE values above the generally accepted threshold of 0.5. High AVE values indicate that the constructs are able to explain the majority of the variance in their associated indicators, making these variables valid. Work Transfers (X1) has an AVE of 0.712, Work-Life Balance (Y1) has an AVE of 0.740, Work Motivation (Y2) has an AVE of 0.716, Employee Performance (Y3) has an AVE of 0.700.

All of these AVE values are sufficiently high to be considered valid. This suggests that the constructs measured by these variables effectively explain the variance in the associated indicators, and therefore, can be used in further analysis with a high level of confidence.

2. Inner Model Analysis

a. R-Square

Table 6. R-Square

Variable	R-Square
Work Life Balance (Y1)	0,636
Work Motivation (Y2)	0,638
Employee Performance (Y3)	0,823

Source: processed data, 2024

R-Square (R^2) indicates the proportion of variability in the dependent variable that can be explained by the independent variables in the regression model. The higher the R-Square value, the greater the proportion of variability in the dependent variable that can be explained by the independent variables.

Based on the data in the table above, the Work-Life Balance (Y1) variable has an R-Square of 0.636, meaning that approximately 63.6% of the variability in Work-Life Balance can be explained by the independent variables in the model. Similarly, for Work Motivation (Y2) with an R-Square of 0.638, about 63.8% of the variability in Work Motivation can be explained by the independent variables. For Employee Performance (Y3), with an R-Square of 0.823, approximately 82.3% of the variability in Employee Performance can be explained by the independent variables in the model.

The higher the R-Square value, the better the regression model is at explaining the variation in the dependent variable. Therefore, the high R-Square value for Employee Performance (Y3) indicates that the model is very effective at explaining the variation in employee performance.

b. Q-Square

In addition to testing R^2 , Q^2 is also used as a measure to evaluate the model's predictive ability. If the Q^2 value is greater than 0, the model can be predicted; conversely, if the Q^2 value is less than 0, the model cannot be predicted. In this study, the R^2 values for each variable are $R^2_1 = 0.636$, $R^2_2 = 0.638$, and $R^2_3 = 0.823$.

The formula for calculating Q^2 in this study is presented as follows:

$$Q^2 = 1 - (-R^2_1)(1 - R^2_2)(1 - R^2_3)$$

$$Q^2 = 1 - (1 - 0,636)(1 - 0,638)(1 - 0,823)$$

$$Q^2 = 1 - (0,364)(0,362)(0,177)$$

$$Q^2 = 1 - 0,023$$

$$Q^2 = 0,977 \text{ atau } 97,7\%$$

Based on the testing results, a Q^2 value of 0.977 was obtained, equivalent to 97.7%. This indicates that the model in this study is suitable for research. This finding suggests that the model has the ability to explain the majority of the variation in the data, which is 97.7%, while the remaining 2.3% may be explained by other variables not considered in this study or may represent errors in the model.

c. Goodness of Fit (GoF)

The Goodness of Fit (GoF) index is a single metric used to evaluate how well both the measurement model and the structural model perform overall. GoF is calculated by multiplying the square root of the average communalities index by the average R^2 value of the model.

The GoF value ranges from 0 to 1, with specific interpretations: 0.1 for small GoF, 0.25 for medium GoF, and 0.36 for large GoF (Ghozali & Latan, 2021). It is important to note that the GoF value in PLS-SEM needs to be calculated manually.

Based on the Goodness of Fit (GoF) test results, the GoF value is 0.84, which falls into the large category. It can be concluded that with a fit level of 84%, the model has a high level of adequacy.

3. Hypothesis Testing

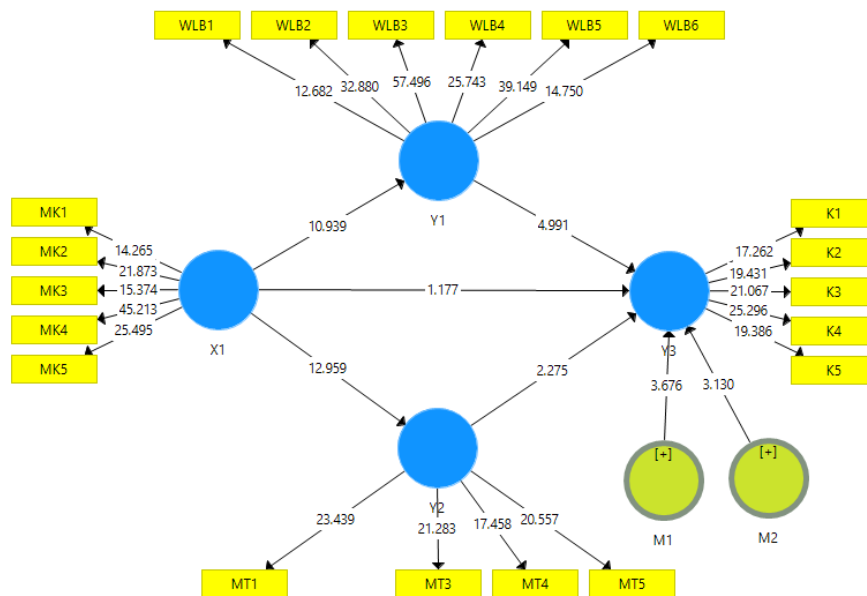


Figure 3. Bootstrapping Test Results

Table 7. Hypothesis

Variable Effect	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values	Information
MK (X1) → WLB (Y1)	0,80	0,80	10,82	0,00	Influential
MK (X1) → (Y2)	0,80	0,80	12,50	0,00	Influential

Variable Effect	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values	Information
MK (X ₁) → KK (Y ₃)	0,12	0,13	1,12	0,26	Not Influential
WLB (Y ₁) → KK (Y ₃)	0,55	0,54	5,19	0,00	Influential
MT (X ₂) → KK (Y ₃)	0,23	0,23	2,34	0,02	Influential
MK (X ₁) → WLB (Y ₁) → (Y ₃)	0,19	0,18	2,39	0,02	Influential
MK (X ₁) → MT (Y ₂) → (Y ₃)	0,44	0,43	5,30	0,00	Influential

Source: processed data, 2024

Based on the data in Table 7, the results of the hypothesis bootstrapping test show the following effects between variables:

1. MK (Work Transfers) on WLB (Work-Life Balance): The test results indicate a significant effect of Work Transfers on Work-Life Balance, with a T Statistics value of 10.82 and a p-value of 0.00. H1 is accepted.
2. MK (Work Transfers) on MT (Work Motivation): The test results indicate a significant effect of Work Transfers on Work Motivation, with a T Statistics value of 12.50 and a p-value of 0.00. H2 is accepted.
3. MK (Work Transfers) on KK (Employee Performance): The test results show no significant effect of Work Transfers on Employee Performance, as the p-value is 0.26, which is greater than the significance level of 0.05. H3 is rejected.
4. WLB (Work-Life Balance) on KK (Employee Performance): The test results indicate a significant effect of Work-Life Balance on Employee Performance, with a T Statistics value of 5.19 and a p-value of 0.00. H4 is accepted.
5. MT (Work Motivation) on KK (Employee Performance): The test results indicate a significant effect of Work Motivation on Employee Performance, with a T Statistics value of 2.34 and a p-value of 0.02. H5 is accepted.
6. MK (Work Transfers) on KK (Employee Performance) mediated by WLB (Work-Life Balance): Work-Life Balance can significantly mediate the relationship between Work Transfers and Employee Performance, with a p-value of 0.02. H6 is accepted.
7. MK (Work Transfers) on KK (Employee Performance) mediated by MT (Work Motivation): Work Motivation can significantly mediate the relationship between Work Transfers and Employee Performance, with a p-value of 0.02. H7 is accepted.

Thus, the variables Work Transfers and Work-Life Balance, as well as Work Transfers and Work Motivation, have a significant effect on Employee Performance, both directly and through mediation. However, Work Transfers does not have a significant direct effect on Employee Performance.

Discussion

1. The Effect of Work Transfers on Work-Life Balance

The impact of work transfers on employees' work-life balance is a crucial aspect of human resource management that affects individual well-being and performance at the workplace. Previous research has highlighted the importance of the relationship between work transfers and work-life balance. Research conducted by Achmad & Srikaningsih (2017) demonstrates that changes in job positions can significantly affect employees' satisfaction levels and the balance between their work and personal lives. This study confirms that appropriate work transfer policies can positively contribute to enhancing employees' work-life balance.

This finding is supported by research from Soomro et al. (2018), which highlights the positive impact of work transfers on employees' psychological well-being, including aspects of work-life balance. Their findings suggest that positive work transfer experiences can enhance employees' feelings of self-control, flexibility, and overall life satisfaction. This indicates that well-managed work transfers in the BPJS Ketenagakerjaan Samarinda workplace can help create conditions that support employees in achieving a good balance between work and personal life.

The implication of this research is the importance of effective work transfer management in efforts to improve employee well-being and performance at BPJS Ketenagakerjaan Samarinda. Considering previous research findings, measures such as open communication, social support, and job placements aligned with individual skills and preferences can help minimize the negative impacts of work transfers and enhance employees' work-life balance. Therefore, management should consider employees' needs and aspirations when designing sustainable and welfare-oriented work transfer policies.

2. The Effect of Work Transfers on Work Motivation

The effect of work transfers on work motivation can be explained through several motivation theories in psychology and management. One such theory is Herzberg's Motivation-Hygiene Theory (Herzberg et al., 2011). When employees perceive that work transfers provide opportunities for professional growth, greater responsibilities, and recognition, they are likely to experience increased work motivation.

Previous research by Achmad & Srikaningsih (2017) reveals that well-managed work transfers can enhance employees' affective commitment, which in turn improves their work motivation. This is due to the feeling of being valued and given opportunities for career development, which are important factors in increasing intrinsic motivation.

These results align with the study by Muslichah (2021), which indicates that work transfers can provide new challenges and variety for employees, potentially

stimulating higher enthusiasm and work engagement. In the context of BPJS Ketenagakerjaan Samarinda, when employees are given opportunities to move to different positions, they may experience increased motivation due to the chance to learn new skills, face new challenges, and expand their professional network. If work transfers are seen as part of a fair career development strategy supported by good communication, employees will feel more motivated. They will view work transfers as opportunities for career advancement and skill enhancement, ultimately improving their performance. Therefore, management must ensure that work transfer policies are designed and implemented with these aspects in mind to maximize their positive impact on employee motivation.

3. The Effect of Work Transfers on Employee Performance

The research findings indicate that the effect of work transfers on employee performance at BPJS Ketenagakerjaan Samarinda is statistically insignificant. This finding is consistent with research conducted by Eraku et al. (2023), which states that work transfers do not always directly correlate with improved employee performance. In many cases, employees require time to adapt to new work environments and different tasks, so work transfers may not immediately impact performance positively. This slow adaptation can lead to a temporary decrease in productivity and efficiency.

The Work Adjustment Theory by Dawis & Lofquist (1984) can explain this phenomenon. According to this theory, employees need time to adjust to changes in their job roles, including changes in positions or responsibilities. During this adjustment period, employees may experience stress and uncertainty, which can disrupt their work performance. Therefore, although work transfers aim to optimize employee placement according to skills and organizational needs, this adjustment process can hinder short-term performance improvements.

The implication of these findings for BPJS Ketenagakerjaan Samarinda's management is the need to provide additional support to employees undergoing work transfers. This support can include specialized training, orientation programs, and career guidance to help employees adjust to their new roles more quickly and efficiently. Additionally, management should conduct regular evaluations of the work transfer process to ensure that position changes genuinely provide long-term benefits for both employees and the organization. Thus, although the direct effect of work transfers on employee performance is not significant, with appropriate support and strategies, employees can better adapt, and overall organizational performance can be enhanced.

4. The Effect of Work-Life Balance on Employee Performance

A good work-life balance can be considered a motivational factor that enhances job satisfaction and employee commitment to the organization, which in turn improves

their performance. Lingga (2020) explains that achieving personal life satisfaction involves energy and personal commitment to maintaining a balance between work and personal life.

Previous research has shown that a balance between work and personal life plays a significant role in improving employee performance. According to Soomro et al. (2018), a good work-life balance can reduce stress and increase job satisfaction, which in turn can enhance productivity and employee performance. This study supports the view that a positive work-life balance significantly contributes to improved employee performance.

These findings align with the research by Wolor et al. (2020), which found that a good work-life balance is closely related to increased employee engagement and commitment to the organization. In their study, employees who reported high levels of work-life balance also demonstrated better performance and a lower desire to leave the organization. This suggests that policies and practices that support work-life balance at BPJS Ketenagakerjaan Samarinda can significantly contribute to improved employee performance by creating a work environment that supports employees' overall well-being.

The implication of this research highlights the importance of implementing effective work-life balance policies at BPJS Ketenagakerjaan Samarinda to enhance employee performance. Measures such as flexible work hours, employee wellness programs, and management support for work-life balance can play a key role in achieving this goal. By referring to previous research findings, BPJS Ketenagakerjaan Samarinda management can adopt these strategies to create a more balanced work environment, which in turn can significantly enhance employee performance and productivity.

5. The Effect of Motivation on Employee Performance

The effect of motivation on employee performance is a crucial aspect of productivity and service quality in organizations such as BPJS Ketenagakerjaan Samarinda. Previous research has confirmed that high motivation can significantly enhance individual performance. Previous studies by Achmad & Srikaningsih (2017) show that employees with high intrinsic motivation tend to exhibit better performance compared to their peers with lower motivation levels. This research consistently shows a positive relationship between motivation and employee performance across various organizational contexts.

These results align with the research by Pancasila et al. (2020), which highlights the importance of motivation in enhancing employee commitment and loyalty to the organization. Their findings indicate that motivated employees are likely to have higher job satisfaction, which in turn can improve overall performance. The implication is that management at BPJS Ketenagakerjaan Samarinda needs to

consider factors affecting employee motivation in efforts to enhance service quality and operational efficiency.

6. The Effect of Work Transfers on Employee Performance Through Work-Life Balance

Work transfers, involving the relocation of employees to new positions or locations, can serve as a strategic tool for enhancing employees' skills and experiences. Research by Soomro et al. (2018) shows that well-planned work transfers can improve employees' work-life balance, which in turn enhances their performance. This study finds that when employees feel their work and personal lives are balanced, they tend to be more productive and committed to the organization.

These findings align with research by Jauhar et al. (2022), which confirms the relationship between work-life balance and employee performance. They found that a good work-life balance directly impacts improved employee performance by reducing stress levels and increasing job satisfaction. At BPJS Ketenagakerjaan Samarinda, work transfers conducted with consideration of employees' work-life balance can result in more motivated and effective employees. This indicates that work-life balance can be an important mediator explaining how work transfers can enhance employee performance.

7. The Effect of Work Transfers on Employee Performance Through Work Motivation

The effect of work transfers on employee performance through work motivation is an important topic in human resource management studies. Previous research has shown that well-executed work transfers can enhance employees' work motivation, which in turn positively impacts their performance. For instance, research by Muslichah (2021) reveals that work transfers can facilitate the development of new skills and provide new challenges that boost intrinsic motivation. At BPJS Ketenagakerjaan Samarinda, strategic work transfer policies can leverage these findings to improve employee performance through increased work motivation.

Research by Jauhar et al. (2022) shows that work motivation is a crucial mediator in the relationship between work transfers and employee performance. They found that when employees are motivated by the challenges and opportunities provided by work transfers, they are likely to exhibit improved performance. This study supports the importance of work motivation in mediating the positive effects of work transfers on employee performance. At BPJS Ketenagakerjaan Samarinda, implementing work transfer policies aimed at increasing work motivation can have a significant impact on employee performance, given that work motivation is a key factor in improving productivity and work efficiency.

CONCLUSION

Based on the analysis and discussion of the impact of job transfers on employee performance at BPJS Ketenagakerjaan Samarinda, the conclusions drawn from hypothesis testing are as follows:

1. Job transfers significantly affect work-life balance among employees at BPJS Ketenagakerjaan Samarinda. The findings suggest that job transfers can offer opportunities for more flexible work hours. Additionally, the new experiences gained from job transfers can enrich employees' personal lives by expanding their social networks and exploring new environments.
2. Job transfers significantly affect work motivation among employees at BPJS Ketenagakerjaan Samarinda. The results indicate that job transfers can provide a new impetus for employees to achieve their career goals and enhance their confidence in tackling new tasks.
3. Job transfers do not have a significant direct effect on employee performance at BPJS Ketenagakerjaan Samarinda. The findings show that job transfers do not always directly lead to improved performance. Employees need time to adapt to new work environments and different tasks, so the impact on performance may not be immediately apparent and may require an appropriate adjustment period.
4. Work-life balance significantly affects employee performance at BPJS Ketenagakerjaan Samarinda. The results indicate that employees with a good work-life balance tend to be more satisfied with their jobs, experience less burnout or job fatigue, and have lower stress levels.
5. Work motivation significantly affects employee performance at BPJS Ketenagakerjaan Samarinda. The findings show that motivated employees tend to have greater energy and focus in effectively completing their tasks.
6. Work-life balance can mediate the relationship between job transfers and employee performance at BPJS Ketenagakerjaan Samarinda. The study suggests that a good work-life balance can enhance employee productivity.
7. Work motivation can mediate the relationship between job transfers and employee performance at BPJS Ketenagakerjaan Samarinda. The research shows that employees who feel motivated are encouraged to achieve optimal performance by adapting to changes and viewing job transfers as new opportunities for career development

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- Dawis, R. V., & Lofquist, L. H. (1984) - This book presents the Minnesota Importance Questionnaire (MIQ), a tool used for assessing work values and job satisfaction.
- Dessler, G. (2016) - A comprehensive textbook on Human Resource Management.
- Edison, E., Anwar, Y., & Komariyah, I. (2016) - This book discusses HR management strategies and changes to enhance employee and organizational performance.
- Eraku, R. T. A., Ilato, R., & Hasiru, R. (2023) - This study looks at the impact of job mutations on the performance of civil servants at the Gorontalo Health Office.
- Farras, A. M. (2022) - This paper examines the effect of work motivation, work discipline, and work environment on employee performance at Pondok Pesantren Al-Harokah Darunnajah 12 Kota Dumai Afnan.
- Ghozali, I., & Latan, H. (2021) - A book on Partial Least Squares (PLS) for empirical research using SmartPLS 3.0.
- GreatNusa. (2023) - An article explaining work-life balance, including its definition, impacts, and strategies.
- Hamali, A. Y. (2016) - A book on business strategy and entrepreneurship.
- Hasibuan, M. S. P. (2019) - This book covers human resource management in its revised edition.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (2011) - A classic text on the Motivation to Work, presenting Herzberg's Two-Factor Theory.
- Irhamni, M. R., & Rahardja, E. (2021) - This study assesses the effect of transfer training and quality of work life on nursing performance, with organizational commitment as an intervening variable.
- Jauhar, A., Brahmasari, I. A., Aju, I., & Ratih, B. (2022) - This research explores the influence of work mutations and workplace environment on work-life balance, work motivation, and employee performance.
- Kadarisman, M. (2012) - A book on human resource development management.
- Kasmir. (2016) - A textbook on human resource management theory and practice.
- Khasanah, I. F. (2023) - This study analyzes the effect of work motivation on employee performance, with job satisfaction as a mediating variable.
- Kuranchie, E. B., & Amponsah, K. (2015) - A comparative study on employee motivation and work performance in mining companies in Ghana.
- Kurnia, M., & Gunawan, A. W. (2023) - This research examines the impact of work-life balance on employee performance, moderated by organizational support and job burnout at PT. Pertamina Hulu Rokan.
- Latan, H., & Ghozali, I. (2016) - A book on Partial Least Squares (PLS) methodology using WarpPLS 5.0.
- Lingga, A. S. (2020) - This paper looks at the influence of work-life balance and job satisfaction on employee performance.
- Manalu, D. (2021) - This study investigates the effect of employee mutation on work motivation among civil servants at the Regional Personnel Agency of Nias Barat.
- Mangkunegara, A. P. (2017) - A book on human resource management in companies.

- Mariati, Mauludin Hanif. (2018) - This paper examines the influence of organizational culture and work motivation on employee performance, with job satisfaction as an intervening variable.
- Maslow, A. H. (2018) - A classic work on the Theory of Human Motivation.
- Muaja, A., Murni, S., & Dotulong, L. O. H. (2018) - This study assesses the effect of position promotion, job mutation, and compensation on employee performance at PT. Hasjrat Abadi (Sudirman) Manado.
- Mulyatiningsih, E. (2015) - A book on applied research methods in education.
- Muslichah, M. (2021) - This research explores the effect of job transfers on employee performance with motivation and job satisfaction as intervening variables.
- Nurmawati. (2020) - This study examines the effect of job promotion and mutation on civil servant performance, mediated by job satisfaction.
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020) - This paper investigates the effects of work motivation and leadership on job satisfaction and employee performance in Indonesia.
- Pandiangan, L. (2019) - A book on management of civil servants.
- Ramdhani, D. Y., & Rasto, D. (2021) - This study looks at work-life balance as a factor affecting employee performance.
- Riyanto, S., Endri, E., & Herlisha, N. (2021) - This research investigates the effect of work motivation and job satisfaction on employee performance, with employee engagement as a mediating factor.
- Robbins, S. P. (2016) - A textbook on management principles.
- Robbins, S. P., & Judge, T. A. (2022) - A comprehensive book on organizational behavior.
- Rondonuwu, F. A., Rumawas, W., & Asaloei, S. (2019) - This study examines the effect of work-life balance on employee performance at Hotel Sintesa Peninsula Manado.
- Samsudin, S. (2019) - A book on human resource management.
- Sari, Y. P. (2020) - This research explores the effect of employee mutations on performance at PT. BPRS Carana Kiat Andalas.
- Setiawan, E. (2022) - A literature review on the effect of job mutation and leave on motivation and job satisfaction.
- Simamora, H. (2015) - A textbook on human resource management.
- Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018) - This study explores the relationship between work-life balance, work-family conflict, and employee performance, with job satisfaction as a moderating factor.
- Sugiyono. (2018) - A book on quantitative, qualitative, and R&D research methods.
- Sunarno, & Ridwan, M. (2023) - This research examines the effect of job mutations and work motivation on employee performance at PT. Pharos Indonesia.
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022) - This paper investigates work-life balance, job satisfaction, and job performance in SMEs, focusing on the role of family-supportive supervisor behaviors.
- Tampubolon, H. (2014) - A study on HR management strategies and their role in developing competitive advantages.
- Wolor, C. W., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020) - This paper evaluates the effectiveness of e-training, e-leadership, and work-life balance on employee performance during COVID-19.