

## IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT IN RELATION TO EMPLOYEE PERFORMANCE IN RAILWAY PUBLIC TRANSPORTATION SERVICES

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### Abstract

*This study explores the implementation of human resource management, focusing on the effects of job mutation and workload on work stress and their subsequent impact on employee performance. The research was conducted within the KI unit of PT Kereta Api Indonesia (Persero), Bandung Head Office. The issue of decreased employee performance, particularly in aspects related to work behavior, prompted this investigation. A quantitative approach with descriptive and verification analysis methods was employed, utilizing a sample of 55 employees selected through probability sampling techniques. Data collection was conducted through structured questionnaires, and the analysis involved path analysis, multiple correlation, and coefficient of determination using SPSS 26. The findings indicate that both mutation and workload have significant effects on employee work stress, with workload being the more dominant contributing factor. Moreover, the study reveals a negative and significant relationship between work stress and employee performance. Specifically, excessive workload and unclear or mismatched job mutations lead to increased stress, which subsequently hinders employee performance in terms of productivity and behavioral consistency. The total influence of mutation and workload on stress was found to be 34.5%, while stress contributed 29.7% to variations in performance outcomes. These results underscore the importance of effective workload management and structured mutation planning in reducing stress levels and enhancing overall performance. Organizations, particularly in the public transportation sector, should consider these factors when designing HR strategies aimed at optimizing employee efficiency. Future studies are encouraged to incorporate qualitative insights to better understand the psychological dimensions underlying stress responses in organizational settings.*

### Article Info

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## 1. Introduction

As the ownership of four-wheelers and two-wheelers increases constantly every year, we see an era shift in the use of public transportation. Factors such as speed, travel distance, comfort, convenience, reliability, mode availability, city size, age, composition, and socioeconomic status of trips influence the choice of public transportation mode. These factors can stand alone or interact with each other.

Table 1.

No	Transportation	Percentage
1	Train	13,16%
2	Airplane	11,91%
3	Bus	10,94%
4	Ferry Boat	6,04%
5	Sea Ship	3,44%

Source: dephub.go.id, 2024

Compared to other public transportation methods, trains are the most widely used mode of transportation with a percentage of 13.16%. PT Kereta Api Indonesia (Persero), also known as PT KAI, was established under Government Regulation No. 19 of 1998 by the Ministry of Transportation which changed the form of Railway Public Company (Perum) into a Company (Persero). To date, PT KAI has nine regional operating offices, including one head office, four regional division offices, and eight service centers spread across Java and Sumatra to assist railway operations. The operating regions are responsible for coordinating by collecting, documenting, and providing public information throughout Indonesia.

To find out the problems faced by the employees of PT KAI Bandung Head Office KI unit, a pre-survey with 30 respondents was conducted. Of the three variables surveyed, employee performance, work environment, and organizational commitment, the lowest mean score was 3.26, which indicates that the condition of employees is not good or less than expected. According to the three dimensions, Work Outcomes, Work Behavior, and Individual Traits, the employee performance of PT KAI KI Unit shows work behavior problems, which received a score of 3.1. Judging from the work behavior dimension, many workers still feel that their work is too hard or they do too much. Performance can be influenced by many things, such as work motivation, leadership, work pressure, organizational culture, and job satisfaction. (Batubara & Abadi, 2022).

## Hypothesis Development

Job mutation is one of the organizational strategies used to improve efficiency and optimize human resources. It involves not only the physical transfer of employees but also changes in roles, responsibilities, work status, and environments. These changes require employees to adapt quickly and effectively. According to Firmansyah (2023), the goal of mutation is to implement the principle of placing the right person in the right job. However, such transitions can lead to psychological discomfort, especially when the mutation process is unclear or misaligned with the employee's interests and skills. Research by Ariyanto and Handayani (2021) found that employees often experience job-related stress following a mutation, particularly when faced with unfamiliar responsibilities. Likewise, Musriyana and Lubis (2019) emphasize that adjustment challenges in the new role contribute significantly to stress levels. Therefore, mutations may become a stressor in the workplace when not managed properly.

**H1: Job mutation has a positive and significant effect on job stress.**

Workload represents another key factor influencing job stress. When employees face an excessive number of tasks or responsibilities that surpass their physical and cognitive capabilities, stress is likely to arise. Ellyzar and Yunus (2017) point out that employees under high workload pressure exhibit signs of physical and mental fatigue. Ananda et al. (2021) further elaborate that symptoms such as indecisiveness, irritability, and strained interpersonal relations are common

under heavy workloads. In line with this, Musriyana and Lubis (2019) concluded that excessive workload increases the risk of occupational stress and reduces overall job satisfaction.

**H2: Workload has a positive and significant effect on job stress.**

Job stress, when sustained over time, can negatively affect performance. It impairs decision-making, reduces focus, and hampers productivity. Sulfian (2023) asserts that unresolved stress conditions can place employees in a constant state of psychological pressure. As a result, employees may find it difficult to meet performance expectations. Hermawan (2022) supports this by showing that performance tends to decline in high-stress work environments. Similarly, studies by Sidadolog et al. (2022) and Steven and Prasetyo (2020) confirm that high levels of job stress correlate with lower work output, effectiveness, and motivation.

**H3: Job stress has a negative and significant effect on employee performance.**

Although job mutation does not directly determine performance outcomes, its influence may be realized through the presence of job stress as an intervening variable. In scenarios where mutation leads to stress, employees may experience difficulty in adapting, which then impacts their performance. Based on empirical modeling, such indirect relationships are evident. Mutations affect stress, and stress, in turn, impairs performance.

**H4: Job mutation has an indirect effect on employee performance through job stress.**

A similar pattern is observed in the relationship between workload and performance. The increase in workload first triggers higher stress levels. Then, stress mediates the relationship by reducing employee productivity and concentration. The findings demonstrate that workload alone may not directly reduce performance, but its influence becomes significant through the emotional and psychological strain it causes.

**H5: Workload has an indirect effect on employee performance through job stress.**

## 2. Methods

This study involved 122 employees from the Information Technology (IT) unit, with an error rate of 10% (0.1) or 90% accuracy. The sample taken to represent the population was 55 employees. In this study, probability sampling was used. This type of sampling provides an equal chance for each element or member of the population to be taken as a sample. (Sugiyono, 2020).

Table 1. Population of Employees of PT KAI Information Technology unit (KI)

No.	Field Type / Position	Total	Samples
1	Executive Vice President	1	-
2	Vice President	4	-
3	Manager	13	-
4	Assistant Manager	24	-
5	Supervisor	20	-
6	Executive	60	55
Total		122	55

Source: IP Unit Bandung Head Office, 2024

## 3. Result and Discussion

### Result

The results of data processing show the standardized coefficients beta value of -0.294 and 0.456 is the value of the path coefficient of structure I mutation variable (X1) and

workload variable (X2) on work stress variable (Y). Multiple correlation analysis in this study to determine how the strength of the relationship (correlation) that occurs between the mutation variable (X1) and the workload variable (X2) on work stress (Y). Data processing is supported by using the SPSS 26 (Statistical Packagae for Social Sciences) program, so that the results of multiple correlation analysis in Structure I show the results of data processing can be seen the value of R (correlation coefficient) of 0.587. To determine the level of strength of the relationship between the mutation variable (X1) and the workload variable (X2) on work stress (Y), the correlation value obtained by the correlation coefficient of the mutation and workload variables of 0.587 is in the vulnerable value of 0.400-0.599, which means that the mutation and workload variables have a relationship with a description of moderate strength.

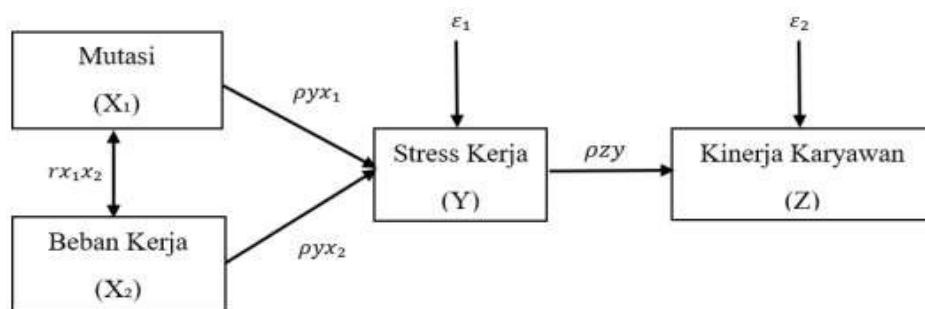


Figure 1. Thinking Framework

Structure I :  $Y = \rho_{yx_1} + \rho_{yx_2} + \varepsilon_1$   
 :  $Y = -0,294 + 0,456 + 0,655$

Structure II :  $Z = \rho_{zy}Y + \varepsilon_2$   
 :  $Z = -0,545 + 0,703$

### Coefficient of Determination of the Effect of Mutation and Workload Variables on Job Stress

The coefficient of determination (R-Square) is the amount of contribution or influence simultaneously or partially between the mutation variable (X1) and the workload variable (X2) on the work stress variable (Y). The results obtained by the coefficient of determination (R-Square) value of 0.345 or 34.5%. It can be seen that simultaneously or partially the mutation variable and the workload variable affect work stress. It is known that partially mutation has an effect of 11.2%, and workload has an effect of 23.3%. Thus the more dominant variable.

Calculation to determine how much direct influence and indirect influence the effect of mutation (X1) and workload (X2) on work stress (Y).

1. The effect of mutation on job stress
  - a. Direct effect:  $-0.294 \times -0.294 = 0.086$  or 8.6%
  - b. Indirect effect (through workload relationship):  
 $-0.294 \times 0.456 \times 0.462 = -0.062$  or 6.2%
2. Effect of workload on job stress
  - a. Direct effect:  $0.456 \times 0.456 = 0.207$  or 20.7%
  - b. Indirect effect (through mutation relationship):  
 $-0.294 \times 0.456 \times 0.462 = -0.062$  or 6.2%

### **Path Coefficient of Job Stress on Employee Performance**

The path coefficient is carried out to test and determine the effect of work stress (Y) on employee performance (Z). Based on the results of data processing, the path coefficient of mutation and workload on work stress shows that the standardized coefficients beta value of -0.545 is the path coefficient value of the second structure of work stress (Y) on employee performance (Z), with an R value (correlation coefficient) of 0.545 with moderate strength information, which means that the work stress variable has a medium strong relationship to employee performance. The correlation that occurs is a positive coefficient with a value of 0.400-0.599 with a description of moderate strength.

The effect of the coefficient of determination in structure II, it is known that work stress has an effect of 29.7% on the performance of employees of the KI unit of PT Kereta Api Indonesia (Persero) Bandung Head Office. The direct influence between the variables in the study is mutation (X1), workload (X2), work stress (Y), and employee performance (Z) are:

1. The effect of mutation (X1) on work stress (Y) directly amounted to - 0.294,
2. The effect of workload (X2) on work stress (Y) directly amounted to 0.456, and
3. The effect of work stress (Y) on employee performance (Z) directly by -0.545.

The indirect influence between the variables in the study is mutation (X1), workload (X2), work stress (Y), and employee performance (Z).

1. The effect of mutation (X1) on employee performance (Z) indirectly through work stress (Y) is 0.160,
2. The effect of workload (X2) on employee performance (Z) indirectly through work stress (Y) is - 0.248.

The biggest result is the workload variable with a result of -0.248, indicating that when an employee gets an excessive workload it will increase work stress which can reduce employee performance..

## **Discussion**

### **Effect of Mutation on Work Stress**

The results of verification analysis with path analysis show that mutation has a positive and significant effect on the work stress of employees of the KI unit of PT Kereta Api Indonesia (Persero) Bandung Head Office with a value of -0.294. The path coefficient is negative, which indicates that mutations are opposite to work stress, meaning that the more mutations the lower the work stress. This is supported based on previous research conducted by Ariyanto & Handayani (2021); Musriyana & Lubis (2019); and Rahmadini (2022), where the results of their research show that there is an effect of mutation on job stress by obtaining a significance value  $<0.05$ .

### **Effect of Workload on Work Stress**

Path analysis shows that workload has a positive and significant effect on work stress of employees of the KI unit of PT Kereta Api Indonesia (Persero) Bandung Head Office, with an effect of 0.456. The positive path coefficient indicates that workload is proportional to work stress, meaning that the higher the workload the higher the work stress, or every one percent increase in workload. This is supported based on previous research conducted by Ananda et al. (2021); Ellyzar & Yunus (2017); and Musriyana & Lubis (2019), where the results showed that there was an effect of workload on work stress by obtaining a

significance value  $<0.05$ .

#### **Effect of Mutation and Workload on Work Stress**

The results of the verification of Structure I research show that mutations have a positive and significant effect on work stress with a value of 0.587. Workload and mutation have an effect of 0.345, or 34.5%, on the work stress of employees of the KI unit of PT Kereta Api Indonesia (Persero) Bandung Head Office. Supported by previous research conducted by Ariyanto & Handayani (2021); Ellyzar & Yunus (2017); and Musriyana & Lubis (2019), where the results showed that there was an effect of workload on work stress by obtaining a significance value of  $<0.05$ .

#### **Effect of Job Stress on Employee Performance**

The results of data processing show that work stress has a positive and significant impact on the performance of employees of the KI unit of PT Kereta Api Indonesia (Persero) Bandung Head Office, with an impact of -0.545. The negative path coefficient indicates that job stress is negatively correlated with employee performance; in other words, the higher the job stress, the worse the employee performance. In other words, any change in the level of work stress by 1% or more. Based on previous research conducted by Hermawan (2022); Sidadolog et al. (2022); and Steven & Prasetyo (2020), where the results of their research show that there is an effect of job stress on employee performance by obtaining a significance value  $<0.05$ .

### **4. Conclusion and Suggestion**

From an employee capability perspective, based on the promotion dimension, employees with above-average capabilities have greater opportunities for growth. However, the majority of respondents answered disagree, indicating that employees lack ability at work, and the majority of respondents answered disagree, indicating that employees lack knowledge at work. Since employees' interests and talents are not well channeled in the current job, it shows that employees do not have enough interests and talents for the work they do.

In this study, the mental load dimension was used to measure workload; it indicates that employees feel that the volume or size of work their company gives them exceeds their capacity to do it. In other words, employees feel that the volume or size of work their company provides exceeds their capacity to do so. In addition, the level of difficulty of the work faced by the company indicates that employees find it difficult to complete the tasks they are given.

The results of the job stress measurement show that the majority of respondents feel required to do work that they are not good at, which causes them anxiety. Internal and external problems often cause work stress, which can affect performance. Measurements of employee performance in quantity did not meet expectations. Employees' punctuality allows them to complete tasks earlier than the set time.

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