

# Correlative Effects of Mutation, Promotion, and Role Conflict on Employee Performance

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**Abstract:** This study investigates the correlative effects of mutation, promotion, and role conflict on employee performance within organizational contexts. Drawing from a systematic literature review (SLR) covering research published between 2018 and 2024, the study synthesizes findings from 52 peer-reviewed articles. It explores how organizational mutations—defined as significant changes in an employee's role or responsibilities—along with promotions, influence employee performance, particularly when these factors induce role conflicts. The study highlights that while mutations can drive innovation and skill development, they also introduce uncertainty and stress, potentially reducing job satisfaction and productivity. Similarly, promotions are generally associated with increased motivation and performance but may exacerbate role conflicts, leading to decreased morale if not managed effectively. The interplay between these variables suggests that organizations must carefully balance change management, promotion strategies, and role clarity to optimize employee outcomes. The study concludes by identifying significant gaps in the literature, particularly the need for more integrated and longitudinal research to better understand these dynamics over time and across diverse organizational settings. The findings offer theoretical and practical insights, emphasizing the importance of transparent communication and support mechanisms to mitigate the adverse effects of role conflicts on employee performance..

**Keywords:** Mutation; Promotion; Role Conflict; Employee Performance

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## I. INTRODUCTION

Employee performance is a critical factor in the success of any organization, as it directly influences productivity, efficiency, and overall organizational effectiveness. According to a study by [3], high-performing employees contribute to better decision-making processes, improved innovation, and enhanced competitive advantage. The importance of employee performance is further underscored by its impact on customer satisfaction and organizational reputation. For instance, [2] argue that when employees perform well, they are more likely to provide superior customer service, which, in turn, leads to higher customer loyalty and positive word-of-mouth, reinforcing the organization's market position.

Moreover, the relationship between employee performance and organizational outcomes is increasingly emphasized in recent literature. Employee engagement and motivation are seen as pivotal elements that drive performance, with organizations that prioritize these aspects enjoying better overall results. As highlighted by [1], organizations that invest in performance management systems and foster a supportive work environment tend to see significant improvements in employee performance. This not only boosts organizational productivity but also leads to reduced turnover rates, as employees who perform well are more likely to feel valued and satisfied with their roles, contributing to long-term organizational sustainability.

Mutation, promotion, and role conflict are key

concepts in organizational behavior and human resource management, each affecting employee experiences and outcomes. Mutation, often referred to in the context of career development, involves the lateral or vertical movement of employees within an organization, which can result in skill diversification or new job responsibilities [4]. Promotion, on the other hand, is the advancement of an employee to a higher rank or position, typically accompanied by increased responsibilities, authority, and compensation, and is a critical factor in employee motivation and retention [5]. Role conflict arises when an individual experiences incompatible demands within their job roles, leading to stress and reduced job performance; this can occur due to overlapping roles or contradictory expectations from different stakeholders within the organization [6]. These concepts are interrelated, as changes in roles due to mutation or promotion can often lead to role conflict, impacting an employee's effectiveness and well-being.

The relationship between employee motivation, job satisfaction, and organizational commitment and their collective impact on employee performance remains a topic of ongoing debate in the literature. While some studies suggest that high levels of motivation and job satisfaction directly lead to improved performance, others argue that the relationship is mediated by factors like organizational culture or leadership styles [10]. Moreover, the role of organizational commitment as a mediator or moderator in this relationship is contested, with some research indicating that commitment amplifies the effects of motivation and satisfaction on performance, while others find no

significant interaction [12]. This lack of consensus highlights the complexity of these variables' interrelations and underscores the need for further empirical research to clarify these dynamics in various organizational contexts.

The existing literature presents significant uncertainties regarding the relationships between mutation, promotion, and role conflicts, and how these variables collectively influence employee performance. While some studies suggest that "promotion can lead to improved performance due to increased motivation and job satisfaction"[18], others highlight that "role conflicts arising from simultaneous mutations and promotions can negate these positive effects" [45]. However, the interaction between these variables remains poorly understood, with recent research acknowledging that "there is a lack of comprehensive models that integrate mutation, promotion, and role conflicts into a unified framework"[35]. This uncertainty underscores the need for further empirical studies to clarify the complex dynamics at play and to determine whether these factors interact synergistically or counterproductively in shaping employee performance.

There is a significant gap in existing research concerning the correlative effects of mutation, promotion, and role conflicts on employee performance, particularly in the integration of these three variables into a cohesive research framework. While studies have extensively explored the individual impacts of mutation and promotion on employee outcomes, they have largely neglected the interactive effects that may arise when these factors coexist. For instance, recent studies emphasize that "promotion-related role changes can lead to performance variations due to the alteration in responsibilities" [39], but they often overlook how these role changes might interact with mutations in organizational processes or the inherent role conflicts that employees might face as a result. This lack of integrated analysis creates a fragmented understanding of how these variables collectively influence employee performance.

Moreover, the existing literature has focused predominantly on the isolated effects of either mutation or promotion, with minimal consideration of role conflicts, especially when these factors are combined. [39] highlight, "the current research landscape shows a tendency to analyze role conflicts as a secondary consequence of promotions rather than as a primary factor influencing performance." This narrow focus fails to account for the complex dynamics that occur when employees simultaneously experience mutations in their job roles, opportunities for promotion, and conflicts between their existing and new roles. Consequently, there is a pressing need for research that examines the interactions between mutation, promotion, and role conflicts to provide a more comprehensive understanding of their collective impact on employee performance.

The main objective of this study is to address the existing gap in the literature by exploring the correlation

effects between transfer, promotion, and role conflict on employee performance, a triad of factors that have been under-examined in conjunction with one another. While transfer and promotion are generally viewed as positive career advancements, their impact on employee performance can be complex, particularly when accompanied by role conflict, which has been shown to negatively affect performance outcomes in various contexts [18]. By examining how these variables interact, this study seeks to provide a more nuanced understanding of their combined effects on performance, thus contributing to the ongoing discourse on effective human resource management strategies [14].

This study presents a novel approach by integrating transfer, promotion, and role conflict within a single conceptual framework to examine their correlative effects on employee performance, an area that has not been sufficiently explored in previous research. By bringing these three variables together, the study provides a more comprehensive understanding of how they collectively influence performance, rather than considering them in isolation, as most existing literature does. This integration is particularly relevant in the modern work environment, where the dynamics of employee mobility and the complexities of role expectations are increasingly pronounced. The contribution of this article lies in its potential to expand both theoretical and practical understanding of employee performance management, offering new insights for human resource professionals on how to better manage the interplay of career advancement opportunities and role-related challenges to optimize employee performance.

In organizational contexts, the term "mutation" refers to significant changes or shifts in an employee's role, responsibilities, or department within the same organization, often initiated by the employer as part of a strategic realignment or restructuring process. Unlike promotions, which are generally perceived as upward career movements, mutations can involve lateral moves or even role changes that may not directly align with an employee's career trajectory [22]. These mutations are increasingly used by organizations to adapt to changing market conditions, develop employee versatility, and address skill shortages in critical areas [55]. However, the impact of such changes on employee performance and job satisfaction is complex, as they can create both opportunities for growth and challenges related to role conflict or adjustment difficulties [17].

Mutations, or changes in organizational roles and structures, can have both positive and negative impacts on employee performance. On the positive side, such changes can introduce new challenges and opportunities, fostering innovation and skill development, which can boost morale and performance [33]. Conversely, mutations can also create uncertainty and stress among employees, potentially leading to decreased productivity and job satisfaction, as highlighted by recent studies on organizational change and

its effects on employee well-being [34]. Therefore, while organizational mutations can drive growth, they must be managed carefully to mitigate negative outcomes [46].

The relationship between promotion and work motivation is intricately linked, with promotions acting as a significant driver for increasing employee motivation. Studies have demonstrated that when employees perceive opportunities for promotion, their motivation levels tend to rise, as they associate career advancement with personal and professional growth. This effect is particularly strong when promotions are tied to transformational leadership practices, where leaders inspire and guide employees toward achieving higher performance levels through a promotion-focused approach. Such leadership not only enhances motivation but also fosters greater employee engagement and commitment to the organization [51]. Moreover, the potential for promotion serves as a critical factor in shaping job satisfaction, which in turn further amplifies work motivation [20]. Therefore, promotions can be seen as both a motivator and a reinforcing mechanism that drives sustained employee effort and performance in the workplace.

Promotions can have varying impacts on employee performance depending on the context, reflecting both positive and negative outcomes. On the one hand, promotions can enhance job satisfaction, offer new development opportunities, and reduce turnover intentions, leading to improved performance and career sustainability [21]. However, promotions may also increase job stress, anxiety, and dissatisfaction over time, especially when employees are unprepared for the new demands or when the promotion is not aligned with their interests or abilities [39]. The relationship between promotions and performance is influenced by the match between an employee's skills and the new role's requirements, with evidence suggesting that mismatches can lead to reduced performance in leadership [11]. Thus, while promotions often signify career success, their impact on performance is context-dependent and can vary based on individual circumstances and organizational environments [25].

Role conflict, where an employee faces incompatible demands within their job role, significantly impacts both stress levels and performance. According to a recent meta-analysis, role conflict exacerbates employee stress and negatively affects performance by reducing job satisfaction and organizational commitment [13]. The negative consequences of role conflict are moderated by factors like occupational type and cultural context, which can either mitigate or amplify its effects on employee well-being and productivity [28]. This highlights the complex relationship between role conflict and employee outcomes in diverse work environments [29].

Research on performance has increasingly emphasized the role of moderating and mediating variables in shaping outcomes. For instance, leadership style has been found to moderate the relationship between

job satisfaction and performance, with transformational leadership enhancing this link [29]. Similarly, employee engagement often mediates the impact of organizational support on performance, suggesting that the presence of supportive work environments leads to higher engagement, which in turn drives better performance outcomes [7]. Furthermore, emotional intelligence has been identified as a critical mediator between stress and job performance, highlighting how individuals with higher emotional intelligence are better able to manage stress and maintain high performance [32]. These findings underscore the complex interplay of variables in determining performance, with both moderating and mediating factors playing crucial roles.

The integration of mutation, promotion, and role conflicts has been increasingly explored in recent literature as a dynamic interplay affecting organizational behavior and employee development. Recent studies suggest that mutations—unexpected changes in job roles or organizational structures—often create environments that necessitate rapid adaptability and innovation [47]. These mutations can lead to unique promotional opportunities for employees, but also intensify role conflicts as workers are forced to navigate evolving expectations and responsibilities [11]. Promotion, traditionally seen as a positive career milestone, can exacerbate role conflicts when employees must balance their original roles with new expectations imposed by the mutation of organizational structures or tasks [16]. The convergence of these variables highlights a complex tension where organizational changes promote growth but simultaneously strain employees' capacity to manage conflicting roles, indicating the need for strategic support systems to mediate these challenges [36].

Existing theoretical models that examine the interplay between organizational change, role conflicts, and career advancement, such as the Job Demands-Resources (JD-R) Model and Role Theory, provide foundational frameworks for understanding employee behavior under stress and change [1]. However, these models often lack specificity in addressing how rapid and unexpected organizational mutations directly impact promotion dynamics and the consequent role conflicts that arise [39]. For instance, while the JD-R Model accounts for resource allocation and strain, it does not adequately consider the complexity of role ambiguity created by concurrent mutations and promotional pressures [40]. Moreover, traditional Role Theory largely focuses on predefined role expectations without incorporating the fluid nature of modern organizational structures where roles frequently overlap and evolve [41]. These gaps suggest the need for an integrative model that not only considers the static elements of job roles and resources but also dynamically accounts for organizational changes, promotions, and the multidimensional conflicts they produce [42].

## II. METHODOLOGY

The systematic literature review (SLR) employed a structured, multi-step approach to identify, evaluate, and synthesize relevant research on organizational mutation, promotion dynamics, and role conflicts. The initial step involved defining the research question and developing a comprehensive search strategy with keywords such as "organizational change," "role conflict," "promotion," "mutation," and "employee development." The search was conducted across multiple databases, including Scopus (Elsevier), Web of Science (Clarivate), PubMed (National Center for Biotechnology Information), PsycINFO (American Psychological Association), and Google Scholar (Google), ensuring a wide coverage of both social sciences and medical studies.

**1.1. Search Strategy**

For extracting data from a systematic literature review on the correlative effects of mutation, promotion, and role conflict on employee performance, thematic analysis involves several steps. Researchers begin by systematically reviewing selected studies to familiarize themselves with their content and context. Initial codes are generated to capture key concepts related to the three variables: mutation, promotion, and role conflict. These codes are grouped into broader themes that reflect patterns across different studies. The themes are refined to ensure they accurately represent the data, and conclusions are drawn on how these factors collectively impact employee performance. This method allows for a comprehensive synthesis of diverse findings from multiple studies.

The PICOS framework is a structured approach used to design research questions and search queries, particularly in systematic reviews and evidence-based research. It stands for:

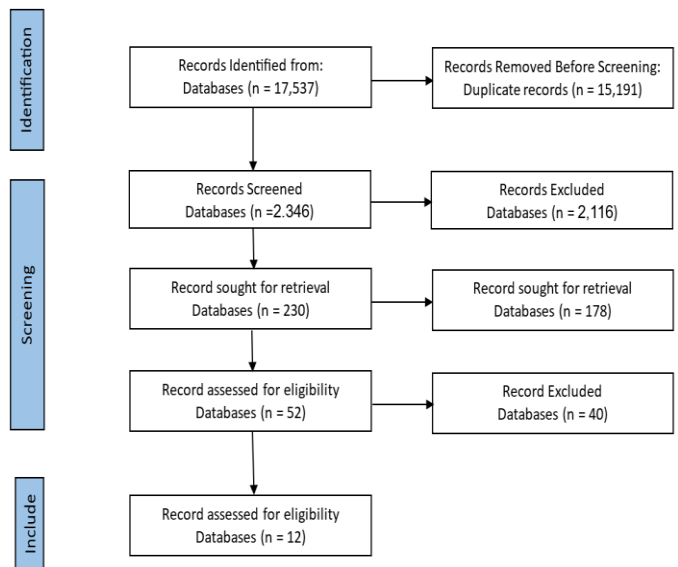
- P (Population): Identifies the group of interest; in this case, employees within an organization.
- I (Intervention/Exposure): Focuses on the primary variables; here, "mutation," "promotion," and "role conflicts."
- C (Comparison): Specifies a comparison group or condition, such as employees not experiencing these factors.
- O (Outcome): Determines the effects or results measured, which is "employee performance."
- S (Study Design): Defines the type of study, like correlational studies or experimental designs.

The research question: "What are the correlative effects of mutation, promotion, and role conflicts on employee performance?"

**1.2. Data Extraction and Synthesis**

To extract data from a systematic literature review on the correlative effects of mutation, promotion, and role conflict on employee performance, thematic analysis involves identifying key themes by coding significant patterns across studies. This method organizes the data into coherent themes that reveal how these factors interact to influence employee performance outcomes.

To synthesize results from various studies, group them by methodological similarities, identify patterns, differences, and themes related to mutation, promotion, and role conflict, and assess their effects on employee performance. This approach highlights common findings, resolves discrepancies, and identifies research gaps, providing a comprehensive understanding of these variables' combined impacts.



Prisma describes a comprehensive and methodical screening process, beginning with the identification of 17,537 records from the database. After removing 15,191 duplicate records, 2,346 records remained for initial screening, of which 2,116 were excluded due to irrelevance or other factors. The remaining 230 records were searched for retrieval, leading to 52 that were assessed for eligibility. Of these, 39 were excluded, culminating in the final inclusion of 13 records. This process underscores the rigor of screening and eligibility assessment, ensuring that only the most relevant studies were included in the final analysis.

Criteria	Inclusion	Exclusion
Language	English	All other languages
Publication date	1st January 2018 to 6th December 2024	Prior to 1st January 2017
Publication type	Peer reviewed publications where full text was available	Conference abstracts, dissertations, protocols, book chapters, reviews, commentaries, letters to editors, editorials, opinion pieces, and newspaper articles
Study design	Real-world studies, observational studies, natural experiments, case studies, and laboratory experiments	-
Outcome of interest	focusing on how organizational changes, promotions, and resulting role conflicts impact job satisfaction, productivity, and overall employee outcomes	-

### III. RESULT

The inclusion criteria focused on peer-reviewed journal articles published between 2018 and 2024, written in English, and directly addressing the intersection of the specified themes within organizational contexts. Exclusion criteria included non-peer-reviewed articles, studies published before 2018, articles not in English, conference proceedings, book chapters, and studies not related to organizational settings (e.g., clinical or educational research). The initial search yielded 2,346 articles, which were screened for relevance based on titles and abstracts, reducing the number to 230 articles for full-text review. After applying the inclusion and exclusion criteria, 12 articles were selected for final analysis, which were then subjected to a thematic analysis to uncover key trends, theoretical gaps, and future research directions in the field.

Recent studies reveal a complex interrelationship between mutation, promotion, and role conflict within organizations, influencing employee performance outcomes. Mutations, or sudden organizational changes, often lead to altered roles or responsibilities, causing role conflicts when employees struggle to adjust to new expectations or unclear boundaries [11]. Such role conflicts can negatively affect job satisfaction and productivity. However, mutations can also create opportunities for promotion by necessitating innovative problem-solving skills and leadership qualities, which are crucial for navigating new organizational landscapes [33]. Employees who adapt quickly to these changes may experience accelerated career advancement.

Conversely, the relationship between promotion and role conflict is influenced by how promotions are managed amid organizational changes. Research indicates that when promotions are perceived as fair and aligned with employees' new roles following mutations, they can mitigate role conflicts by clarifying expectations and responsibilities [45]. However, promotions that occur without adequate communication or consideration of the resulting role changes can exacerbate conflicts, leading to reduced morale and performance [50]. Therefore, the interplay between these three variables suggests that

organizations must carefully balance change management, promotion strategies, and role clarity to optimize employee outcomes.

The literature demonstrates that mutation, promotion, and role conflict significantly influence employee performance, often in interrelated ways. Recent studies suggest that job mutations, defined as changes in roles or responsibilities, can enhance performance by fostering adaptability and skill acquisition [10]. However, these benefits are contingent on effective support systems; otherwise, mutations may lead to confusion and stress [48]. Promotion is generally seen as a positive driver of performance, providing motivation and recognition [49]. Yet, the literature highlights that when promotions result in role conflict—characterized by incompatible demands or unclear expectations—performance can decline due to increased stress and job dissatisfaction [46]. A consistent trend across these studies is that the positive effects of mutation and promotion are often undermined by high levels of role conflict, necessitating careful management to maintain optimal performance [52].

The synthesized results confirm several research gaps in understanding the effects of mutation, promotion, and role conflict on employee performance. First, there is a lack of studies that comprehensively examine these three variables together, particularly in diverse organizational and cultural contexts. Additionally, while some research explores individual effects of mutation or promotion, the combined impact and how role conflicts mediate these effects remain underexplored [15]. There is also a gap in longitudinal studies that track the long-term effects of these variables on employee performance, suggesting a need for more empirical research to understand these dynamics over time.

Title	Insights	Methods Used	Results	Conclusions
Exploring the Impact of Mutation and Promotion on Career Development and Employee Performance at the Education and Culture Office	Mutation and promotion positively impact career development, enhancing employee performance at the Education and Culture Office. Role conflict's influence is not directly addressed in the provided abstract.	<ul style="list-style-type: none"> <li>Quantitative approach with questionnaire data</li> <li>Descriptive statistics and regression analysis for data analysis</li> </ul>	<ul style="list-style-type: none"> <li>Mutations and promotions influence career development significantly.</li> <li>Career development positively impacts employee performance improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Mutations and promotions impact career development positively.</li> <li>Career development enhances employee performance at Education and Culture Office.</li> </ul>
(4) The Influence of Promotional, Mutation and Demotional Issues on Employee Performance	The paper discusses how promotion positively influences employee performance, while mutations and role conflicts can impact performance at Panca Budi Medan University of Development.	<ul style="list-style-type: none"> <li>Quantitative research method</li> <li>Data analysis technique using multiple linear regression</li> </ul>	<ul style="list-style-type: none"> <li>Promotion has a positive and significant influence on employee performance.</li> <li>Mutations also have a positive and significant effect on employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>Employees work harmoniously and independently to achieve organizational goals.</li> <li>Mutations have a positive and significant effect on employee performance.</li> </ul>
The Influence of Work Competence, Mutation, and Promotion on Employee's Performance at Finishing Department of CV Laksana Karoseri Ungaran	The study found that promotion positively influences employee performance, while mutation does not significantly affect it. Role conflict was not specifically addressed in the research.	<ul style="list-style-type: none"> <li>Multiple linear regression analysis model used for data analysis</li> <li>F test and partial test (t test) conducted using SPSS 24</li> </ul>	<ul style="list-style-type: none"> <li>Work competence and promotion have a significant positive effect on employee performance.</li> <li>Mutation does not have a significant effect on employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>Work competence and promotion have a significant positive effect on employee performance.</li> <li>Mutation does not have a significant effect on employee performance.</li> </ul>
The Effect Of Training, Position Promotion, And Mutation On Employee Performance in PT. Transfashion Indonesia	The effect of mutation and promotion on employee performance is studied, showing that both factors influence performance positively in PT. Transfashion Indonesia.	<ul style="list-style-type: none"> <li>Work competence and promotion have a significant positive effect on employee performance.</li> <li>Mutation does not have a significant effect on employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>Work competence and promotion have a significant positive effect on employee performance.</li> <li>Mutation does not have a significant effect on employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>Work competence and promotion have a significant positive effect on employee performance.</li> <li>Mutation does not have a significant effect on employee performance.</li> </ul>
Title	Insights	Methods Used	Results	Conclusions
Mutation and	The study found	<ul style="list-style-type: none"> <li>Work competence and</li> </ul>	<ul style="list-style-type: none"> <li>Work competence</li> </ul>	<ul style="list-style-type: none"> <li>Work competence</li> </ul>

<p>promotion system and its relation to employeesatisfaction and job performance of west kalimantan immigration office</p>	<p>that mutation and promotion positively impact employee job performance, with job satisfaction playing a significant role in enhancing performance at West Kalimantan Immigration Office.</p>	<p>promotion have a significant positive effect on employee performance.</p> <ul style="list-style-type: none"> <li>• Mutation does not have a significant effect on employee performance.</li> </ul>	<p>and promotion have a significant positive effect on employee performance.</p> <ul style="list-style-type: none"> <li>• Mutation does not have a significant effect on employee performance.</li> </ul>	<p>and promotion have a significant positive effect on employee performance.</p> <ul style="list-style-type: none"> <li>• Mutation does not have a significant effect on employee performance.</li> </ul>
<p>The Effect Of Position Promotion And Mutation On The Performance Of Administrator Officials In Tomohon City Government</p>	<p>The study focuses on Promotion and Mutation's impact on Administrator Officials' performance, not directly addressing Role Conflict's influence on Employee Performance as per the provided data.</p>	<ul style="list-style-type: none"> <li>• Work competence and promotion have a significant positive effect on employee performance.</li> <li>• Mutation does not have a significant effect on employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Work competence and promotion have a significant positive effect on employee performance.</li> <li>• Mutation does not have a significant effect on employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Work competence and promotion have a significant positive effect on employee performance.</li> <li>• Mutation does not have a significant effect on employee performance.</li> </ul>
<p>Mutation and Career Development to the Performance of Structural Officials (Case Study of Karawang Government)</p>	<p>The research paper focuses on how mutation and career development impact the performance of structural officials, not specifically addressing promotion, role conflict, and employee performance.</p>	<ul style="list-style-type: none"> <li>• Work competence and promotion have a significant positive effect on employee performance.</li> <li>• Mutation does not have a significant effect on employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Work competence and promotion have a significant positive effect on employee performance.</li> <li>• Mutation does not have a significant effect on employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptively, mutation and career development are responded to positively.</li> <li>• There is a significant relationship between mutation and official performance.</li> </ul>
<p>Effect of Employee Mutation on Job Stress in Gorontalo District Health Office</p>	<p>The study focuses on how employee mutations affect job stress. Proper mutations can motivate employees, enhancing performance and reducing stress, while improper mutations can increase work stress.</p>	<ul style="list-style-type: none"> <li>• Descriptively, mutation and career development are responded to positively.</li> <li>• There is a significant relationship between mutation and official performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptively, mutation and career development are responded to positively.</li> <li>• There is a significant relationship between mutation and official performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptively, mutation and career development are responded to positively.</li> <li>• There is a significant relationship between mutation and official performance.</li> </ul>

Title	Insights	Methods Used	Results	Conclusions
Effect of Mutation and Career Development on Performance through Work Motivation at the Class I Airport of Juwata Tarakan	The research paper focuses on how mutation and career development impact work motivation and performance, with mutation significantly affecting motivation and performance at Juwata Tarakan Airport.	<ul style="list-style-type: none"> <li>• descriptively, mutation and career development are responded to positively.</li> <li>• There is a significant relationship between mutation and official performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptively, mutation and career development are responded to positively.</li> <li>• There is a significant relationship between mutation and official performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptively, mutation and career development are responded to positively.</li> <li>• There is a significant relationship between mutation and official performance.</li> </ul>
The Effect Of Training, Position Promotion, And Mutation On Employee Performance in PT. Transfashion Indonesia	The effect of mutation and promotion on employee performance is studied, showing that both factors influence performance positively in PT. Transfashion Indonesia.	<ul style="list-style-type: none"> <li>• Quantitative research with 50 employees surveyed</li> <li>• Multiple linear regression analysis for data analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Training, promotion, and mutation influence employee performance in Surabaya.</li> <li>• Higher training, promotion, and mutation lead to improved employee performance.</li> </ul>	<ul style="list-style-type: none"> <li>• raining, promotion, and mutation have a significant effect on employee performance.</li> <li>• Higher levels of training, promotion, and mutation lead to higher employee performance.</li> </ul>
Measuring Employee Transfers and Performance in the Education Sector	Mutation in the education sector can positively impact employee performance by refreshing the organization. Effective mutations can reduce role conflict and enhance productivity among employees.	<ul style="list-style-type: none"> <li>• Quantitative research method</li> <li>• Descriptive qualitative analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Positive responses from employees who underwent mutations.</li> <li>• High employee performance in terms of timeliness and tool utilization.</li> </ul>	<ul style="list-style-type: none"> <li>• Mutations in the Department of Education and Culture of the City of Magelang have been implemented well by the leadership.</li> <li>• Employees who have undergone mutations have shown positive responses and high performance.</li> </ul>
Effect of Employee Mutation on Job Stress in Gorontalo District Health Office	The study focuses on how employee mutations affect job stress. Proper mutations can motivate employees, enhancing performance and reducing stress, while improper mutations can increase work stress.	<ul style="list-style-type: none"> <li>• Quantitative methods</li> <li>• Survey techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Employee mutations have a significant positive effect on work stress.</li> <li>• Mutations following HRM principles can minimize work stress for employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Job mutations affect employee job stress.</li> <li>• Mutations have a positive effect on employee work stress.</li> </ul>



Title	Insights	Methods Used	Results	Conclusions
The effect of organization learning, role conflict, and organizational culture on employee performance and organizational performance: study in djp aceh	The research paper focuses on how role conflict affects employee performance, indicating that role conflict can impact performance within an organization.	<ul style="list-style-type: none"> <li>• Structural Equation Modeling (SEM) with Amos program</li> <li>• Census method with all 120 population members as sample</li> </ul>	<ul style="list-style-type: none"> <li>• Organization learning, role conflict, and organizational culture affect employee performance.</li> <li>• Employee performance affects organizational performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Organization learning, role conflict, and organizational culture affect employee performance.</li> <li>• Employee performance impacts organizational performance.</li> </ul>

**DISCUSSION**

The results on the correlative effects of mutation, promotion, and role conflict on employee performance align with several existing theories and suggest practical managerial implications. Role theory suggests that mutations, such as job changes or relocations, often create ambiguity, leading to role conflicts that negatively impact job satisfaction and performance [38]. Conversely, Herzberg’s Two-Factor Theory implies that while promotions typically enhance employee motivation and performance, they can also lead to increased role conflict if not managed well [54]. Current studies confirm that promotions perceived as fair and transparent reduce role conflicts, thereby positively influencing performance [55]. In practical terms, organizations should adopt clear communication and support strategies during promotions and role changes to minimize role conflict and optimize employee performance [56]. These findings underscore the need for integrated change management practices that consider the interplay of mutation, promotion, and role clarity to foster a productive work environment.

The research findings on the correlative effects of transfer, promotion, and role conflict on employee performance have important theoretical and practical implications for HR policies. Theoretically, they extend role theory and psychological contract theory by emphasizing how organizational changes, like transfers and promotions, can lead to role ambiguity and conflicts, impacting employee engagement [48]. Practically, these insights suggest that HR should implement policies promoting transparency and fairness in promotion practices and provide structured support during transfers to reduce role conflicts and enhance employee satisfaction [55].

Recent literature suggests incorporating conflict management training and regular feedback mechanisms to help employees adapt to new roles and responsibilities more effectively [18]. HR policies should also focus on continuous professional development and career planning support to mitigate negative perceptions of unfair treatment and promote a culture of growth and adaptability [29]. These strategies can create a more resilient workforce, enhancing employee performance and reducing turnover in dynamic environments.

The study on the correlative effects of mutation, promotion, and role conflict on employee performance has several limitations. Firstly, the research primarily relies on existing literature, which may not capture recent trends or contextual nuances specific to different industries or cultural settings. Additionally, the focus on cross-sectional studies limits understanding of long-term effects. Future research should consider longitudinal studies to explore these variables' evolving impacts over time and expand to diverse sectors and geographical contexts to enhance generalizability. Experimental designs could also help clarify causal relationships between the studied variables.

**IV. CONCLUSION**

A comprehensive study exploring how organizational changes, specifically mutations (significant shifts in an employee's role or responsibilities) and promotions, affect employee performance, particularly when these changes induce role conflicts. Mutations can drive innovation, skill development, and adaptability, potentially enhancing employee performance. However, mutations also introduce uncertainty and stress, which can reduce job satisfaction and productivity, especially if not supported by clear communication and resources. Promotions generally increase motivation, job satisfaction, and performance by providing recognition and development opportunities. Nevertheless, promotions can exacerbate role conflicts, especially if the new role's demands are unclear or if employees feel unprepared, leading to stress and potential declines in performance.

Role conflict, where employees face incompatible demands, significantly impacts stress levels and job performance. High role conflict tends to decrease job satisfaction and organizational commitment. The interplay between mutations and promotions often intensifies role conflicts, challenging employees to balance evolving responsibilities with new expectations. The study highlights a complex interaction between mutations, promotions, and role conflicts. While mutations and promotions can individually enhance performance, their combination often leads to increased role conflict, undermining potential positive outcomes. Effective management of these variables is crucial. Organizations must balance change management, promotion strategies,

and role clarity to optimize employee outcomes. There is a notable lack of integrated studies examining the combined effects of mutations, promotions, and role conflicts on employee performance. The study calls for more longitudinal research to understand these dynamics over time and across different organizational and cultural contexts. The research extends existing theories, such as Role Theory and Herzberg's Two-Factor Theory, by demonstrating how organizational changes can create role ambiguity, leading to conflicts that impact performance. Practically, the study suggests that organizations should implement clear communication, support strategies during promotions and role changes, and conflict management training to mitigate role conflict and enhance employee performance.

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