RELATIONSHIP OF MUTATIONS TO CAREER DEVELOPMENT EMPLOYEE

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ABSTRACT

This study aims to determine the relationship between mutations and career development. This research method uses descriptive method. The population in this study were 30 employees with a sample of 30 respondents , while the sampling technique used in this study was total sampling. Data collection techniques using a questionnaire using a Likert scale model. Data processing was carried out by a test drive of the questionnaire in order to determine the validity and reliability of the questionnaire. The data analysis technique in this study used simple linear regression analysis and correlation analysis. The results showed that there was a positive and significant effect of mutation on employee career development. The practical implication of this research is to measure the mutation variable that has an influence on career development, it turns out to have a significant influence between the two variables, the mutation variable makes a major contribution to the employee career development variable.

Keywords : Mutation; Career Development Employee

ABSTRAK

Penelitian ini bertujuan untuk mengetahui hubungan antara mutasi dengan perkembangan karir. Metode penelitian ini menggunakan metode deskriptif. Populasi dalam penelitian ini adalah 30 karyawan dengan sampel 30 responden, sedangkan teknik pengambilan sampel yang digunakan dalam penelitian ini adalah sampling jenuh . Teknik pengumpulan data menggunakan kuesioner dengan menggunakan model skala Likert. Pengolahan data dilakukan dengan cara test drive kuesioner untuk mengetahui validitas dan reliabilitas kuesioner. Teknik analisis data dalam penelitian ini menggunakan analisis regresi linier sederhana dan analisis korelasi. Hasil penelitian menunjukkan bahwa ada pengaruh positif dan signifikan mutasi terhadap pengembangan karir karyawan . Implikasi praktis dari penelitian ini adalah untuk mengukur variabel mutasi yang memiliki pengaruh terhadap pengembangan karir, ternyata memiliki pengaruh yang signifikan antara kedua variabel tersebut, variabel mutasi memberikan kontribusi yang besar terhadap variabel pengembangan karir karyawan.

Kata Kunci : Mutasi; Pengembangan Karir Pegawai

INTRODUCTION

The sustainability of an organization is strongly influenced by the existing human resources both in quality and quantity. The handling of human resources is different from other production factors because human resources are always developing and increasing both in quantity and quality. To be able to utilize human resources in accordance with the needs of the organization, human resource management is needed that can regulate the continuity of an organization. Human resources refer to the people who work within the organization .

One of the problems in human resources is the lack of employee career development. Career development is a condition that indicates an increase in a person's status in an organization on a career path that has been determined in the organization concerned. The career development policy is by conducting education and training programs, transfers, and promotions .

One of the policies adopted by the agency for employee career development is by way of mutation. Mutations are activities related to the process of transferring functions, responsibilities and employment status of employees to certain situations with the aim that the workforce concerned obtains deep job satisfaction and can provide maximum work performance and contribution to the company .

Development is a personal improvement carried out by a person to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with the path or level of the organization (Ardana et al., 2012).

Career is the overall position that a person can occupy during his working life in an organization or in several organizations. From the employee's point of view, the position is a very important thing because everyone wants a position that is in accordance with his wishes and wants the highest possible position according to his abilities. A higher position usually results in a higher salary, greater responsibility, and better knowledge, which employees usually expect. Therefore, when someone enters the world of work, that person may ask whether his career goals (as the highest expected position) will be achieved in the organization where he works (Siagian, 2017).

According to I Komang Ardana et al., (2012), Career development is a personal improvement carried out by a person to achieve a career plan and an increase by the personnel department to achieve a work plan in accordance with the path or level of the organization .

Career development is a personal improvement carried out by a person to achieve a career plan and an increase by the personnel department to achieve a work plan in accordance with the path or level of the organization.

According to Nitisemito (2002), mutation is the activity of transferring employees from one job to another of the same level. While Saydam (2006) argues that

mutations in human resource management can include two meanings, namely the activity of transferring employees from one workplace to a new workplace which is often referred to as a tour of the area and the activity of transferring employees from one task to another in one unit. the same work, or in one company (tour of duty).

Employees who are transferred mean that they are given the opportunity to improve and develop the quality and quantity of their work, as well as develop their careers to be more advanced. Mutation activities can also eliminate boredom in carrying out work.(Utomo et al., 2018)

Based on the explanation above, the framework in this research can be presented as follows : Figure 1 .

The framework of thinking is an initial guideline in measuring the relationship between variables , so it must be described in the initial estimate as material for further analysis. Presentation of estimates in the form of research hypotheses. The research hypothesis is a collection of estimates which are temporary answers that refer to the frame of mind. Based on the above framework, the hypotheses of this research can be formulated as follows ;

H1 = If There is a significant relationship between mutation and career development

H2 = If There is a positive and significant effect between mutations and career development

METHOD

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., et al., 2020:229). This type of research uses a quantitative approach. Data collection techniques in this study were documentation studies , interviews and a list of questions (questionnaires) which were distributed to 30 respondents with total sampling technique. While the data analysis technique used is simple regression analysis to measure employee mutations on employee career development. The data is processed using statistics. Regression test explains the independent variable to the independent variable which shows that how much change in the dependent variable is caused by the independent variable. Correlation test was conducted to test whether the two variables were linearly related in several populations. Correlation basically tells about the intensity (strong or weak) of

the relationship between two variables and the direction of the relationship (positive or negative). Descriptive statistics is the term given to data analysis that helps describe, show, or summarize data in a meaningful way. Therefore, descriptive statistics allow us to present the data in a more meaningful way, which allows for a simpler interpretation of the data. Descriptive statistics are basically used to check the normality of the data .

RESULTS

Demographic Analysis

Respondent results obtained by as follows : Table 1.

From the table 2, employees who work are more dominantly male with a total of 24 respondents or around 80%.

From the table above, employee who work more dominant employee with a working period of 2-5 years which is about 13 people or about 43.3% (Table 3).

From the table above, employee who work more dominant employee with S1 education, which is about 14 people or about 46.7%.

Descriptive Statistics on Research Variables

Mutation

The descriptive description for the Mutation variable is as follows: Table 4.

From the table above, it is known from 30 valid data that the lowest value is 32 and the highest value is 49 with a range of 17 values. Variable value Mutation This is obtained from the transformation of the total score of the 10 items of the variable statement pernyataan Mutation. Calculation of the distribution of variable values Mutationit produces: (1) an average value of 40.53; (2) standard deviation 3.902; (3) the median is 40; and (4) mode is worth 37.

Career development

Descriptive description for variables Career development is as follows: Table 5. From the table above, it is known from 30 valid data that the lowest value is 32 and the highest value is 50 with a range of 18 values. The value of the Career Development variable is obtained from the transformation of the total score of the 10 items of the Career Development variable statement. The calculation of the value distribution of the Career Development variable resulted in: (1) the average value of 40.87; (2) standard deviation 5.117; (3) the median is 39.50; and (4) mode is worth 37.

ANALYSIS

Mutation Validity and Reliability Analysis

The results of the calculation of the validity of the Mutation instrument validity using SPSS version 17 are as follows: Table 6.

From the table above, 10 statement items. Furthermore, the calculated prices are compared with the rtable. By using the number of respondents as many as 30, the value of rtable is obtained with an error rate of 5% or 0.05 and n = 30, then rtable = 0.349. Based on the results of data processing, it is known that all items in the Mutation variable (X) produce a total of each statement item greater than 0.349 (rcount > rtable). This shows that all statement items in the Mutation variable have a high validity value, so they can be used as material for further testing.

The results of the Mutation instrument reliability print out are as follows: Table 7. The reliability coefficient = 0.794 is obtained. Because the result of this calculation is greater than 0.6, it can be concluded that the mutation is reliable.

Validity and Reliability Analysis of Career Development

The print out results of the calculation of the validity of the Career Development instrument using SPSS version 17 are as follows: Table 8.

From the table above, 10 statement items. Furthermore, the calculated prices are compared with the rtable. By using the number of respondents as many as 30, the value of rtable is obtained with an error rate of 5% or 0.05 and n = 30, then rtable = 0.349. Based on the results of data processing, it is known that all items in the Career Development variable (Y) produce a total of each statement item greater than 0.349 (rcount > rtable). This shows that all statement items in the Career Development variable have a high validity value, so they can be used as material for further testing.

The print out results of the reliability of the Career Development instrument are as follows: Table 9.

The reliability coefficient = 0.890 is obtained. Because the result of this calculation is greater than 0.6, it can be concluded that Career Development is reliable.

Data Normality Test

Normality test is intended to determine whether the residuals studied are normally distributed or not. Detection of normality is by looking at the spread of data (points) on the diagonal axis of the graph. The data normality test is a requirement that must be met before correlation analysis is carried out. Therefore, each Mutation and Career Development variable was tested for normality of the data using the Kolmogorov-Smirnov test.

Based on the results of calculations using the SPSS 17 program, the results of the data normality test are obtained as shown in the following figures 2.

By looking at the normal plot histogram graph, it can be concluded that the histogram graph gives a skewed distribution pattern (skewness) to the left. From the output above, it can be seen that the residual value is close to a straight line, the scattering of the data does not follow a pattern (random) and the histogram is close to normal. So because the data is close to normal, the analysis can be continued.

Based on the table 10 Kolmogorov-Smirnov Test can be concluded as follows:

- a. The value of the Kolmogorov-Smirnov Z mutation variable is 0.663 with a significance probability value of 0.772 > 0.05. This means that the null hypothesis is accepted or the mutation variable is normally distributed.
- b. The Kolmogorov-Smirnov Z value of the Career Development variable is 0.860 with a significance probability value of 0.450 > 0.05. This means that the null hypothesis is accepted or the Career Development variable is normally distributed.

Homogeneity Test

In addition to the normality test, another requirement that must be met before analyzing the correlation is the homogeneity test. The homogeneity test aims to test the variance of the Career Development score group (Y) which is grouped based on the Mutation score (X). The criteria for making the decision on the homogeneity test using the Levene Test, namely if the value of Sig. (p-value) is less than 0.05 then the variance of the research data is homogeneous. The following presents the results of the data homogeneity test with the help of the SPSS v.17 program as follows: Table 11.

Based on the table above shows the value of Sig. is greater than the value (p-value) (0.05 > 0.024) this means that the research data has a homogeneous variance so that it can be continued to correlation analysis

Correlation Analysis Results

To see the correlation value between the independent variable and the dependent variable , it is presented in the following table: Table 12.

From the table above, it can be seen that there is a positive and significant relationship between Mutationwith Career Development. The correlation value between the Mutation variable and Career Development is 0.758 which shows the close relationship between the two strong variables. If Mutations are increased then Career Development will increase or vice versa if Mutations are reduced then Career Development will decrease.

Simple Linear Regression Analysis

The mathematical equation of the simple linear regression model is as follows (Table 13) :

Y = 0.548 + 0.995X

- a. The constant of 0.548 states that if the Mutation variable (X) is considered constant, then Career Development increases by 0.548 points.
- b. The regression coefficient for X is 0.995, which means that for every 1 point addition to Mutation (X), Career Development will increase by 0.995 points.

Hypothesis test

To test Mutations on Career Development, the following steps are carried out (Table 14) :

1) Formulate statistical hypotheses

H0: 1 = 0, it means Mutation not related to Career Development.

Ha : 1 = 0, it means Mutation related to Career Development.

2) Define ttable

Determine the level of significance (α) = 0.050. Degree of freedom (df) = nk = 30-2

- = 28, then the value of ttable is $t(\alpha;df) = t(0.050;28) = 2.048$
- 3) Determine the magnitude of t_{count}. The amount is found with the help of the SPSS program then the result t_{count} of 6.157
- 4) Test Criteria
 - H₀ accepted if: tcount \leq ttable or significance value (0.050)
 - H₀ rejected if: tcount > ttable or significance value <(0,050)

Because the value of tcount>t table (6.157 > 2.048) and the significance value < (0.050), then H0 is rejected. Based on the significance test, it was found that there was a positive and significant relationship between mutations and career development (Figure 3).

DISCUSSION

The purpose of this study was to examine the effect of employee mutations on employee career development which in turn leads to improving employee performance. Second, this research is a value addition to the career development literature. Third, meet the academic research requirements of researchers.

In this study, researchers also found that the relationship between mutations and career development was high. This shows that transfers are effective for employee career development (Daulay, 2018). The implementation of employee transfer is a condition that shows a success from the implementation of a process of transferring functions, responsibilities and employment status in order to meet the needs of employees in units or sections that need it as a coaching and career development to carry out predetermined plans as an effort to improve employee performance.

Achievement of goals is the expected results and efforts to achieve the results to be obtained from the implementation of employee transfers in the context of employee career development (Maulana, 2019). The goal of employee career development through employee mutations can be effective with strict supervision through proper assessment (Kaya & Ceylan, 2014). The expectation of employee mutations is the existence of employee achievements that arise from the assessment carried out by the organization through employee performance measurements that have been adapted to organizational conditions (Ekhsan et al., 2020).

Besides being able to improve performance, employee transfers can also affect employee job satisfaction (HAYDI, 2019). In carrying out their duties, professional employee performance is required by the agency. Employees who have good performance will get high work performance as well. Thus, the agency rewards employees who perform very well by transferring employees to the right positions and appropriate jobs so that enthusiasm and work productivity will increase (Gautami, 2013).

Theoretically, there are many aspects that affect mutations in an organization and one aspect that also plays an important role and needs attention in order to improve employee work is to improve systems and policies that are implemented properly and correctly with the right and correct mutation systems and policies. In the organization, a good and high bureaucracy will be formed in carrying out its duties. So, it can be concluded that mutation is defined as a change regarding or transfer of work or another position with the hope that in the new position he will be more developed (Achmad & Sriekaningsih, 2018).

Finally, this study concludes that mutations are necessary for career development so that they can affect changes in the organization for the better. Researchers have tested and analyzed the need for mutations in employee career development. It has been tested and shown in the regression that there is a positive relationship between transfer and employee career development.

CONCLUSIONS

Our findings show that if employee transfers are carried out properly then this will lead to positive outcomes in employee career development. BecauseThe results of research on mutation variables that have an influence on career development, in fact have a significant influence between the two variables, mutation variables make a major contribution to career development variables.

This research is expected to be used as input in determining mutations fairly and correctly to improve career development. So with the mutation, it is hoped that there will be synergy between employees and agencies.

RECOMMENDATIONS

The results showed that the mutations owned by the employees showed a good category. Therefore, the company is expected to be able to increase these factors, by providing mutations to employees so that employee career development increases. It is expected that the agency will continue to strive to develop employee careers so that organizational goals can be achieved. And for the next research to add other variables so that there is interest in conducting research.

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FIGURE AND TABLE



Figure 1. Thinking Framework (Research Model)

Table 1. Characteristics of Respondents by Gender					
No Gender Amou		Amount	Percentage (%)		
1	Man	24	80%		
2	Girl	6	20%		
	Amount	30	100%		

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Table 2. Characteristics of Respondents Based on Working Period (Years)					
Years of service	Amount	Percentage (%)			
0-2	5	16.7%			
2-5	13	43.3%			
>5	12	40%			
Total	30	100%			

Table 3. Characteristics of R	espondents Based on Education

Education	Amount	Percentage (%)
S2	7	23.3%
S1	14	46.7%
high school	9	30%
Total	30	100%

Table 4. Descriptive Statistics of Mutation Variables

Statistics			
Mutati	on		
N	Valid	30	
	Missing	0	
Mean		40.53	
Std. Er	ror of Mean	.712	
Median		40.00	
Mode		37a	
Std. Deviation		3.902	
Variance		15,223	
Range		17	
Minimum		32	
Maximum		49	
Sum		1216	

a. Multiple modes exist. The smallest value is shown

Table 5. Descriptive Statistics of Career Development Variables Statistics

	Statistics			
Career	Career development			
Ν	Valid	30		
	Missing	0		
Mean		40.87		
Std. E	rror of Mean	.934		
Media	n	39.50		
Mode		37		
Std. D	eviation	5.117		
Variar	nce	26,189		
Range		18		
Minim	um	32		
Maxin	num	50		
Sum		1226		

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	Table 6. Mutation Validity Test Results (X)					
No	No Statement r table r count					
1	P1	0.349	0.473	Valid		
2	P2	0.349	0.468	Valid		
3	Р3	0.349	0.573	Valid		
4	P 4	0.349	0.466	Valid		
5	P5	0.349	0.500	Valid		
6	P 6	0.349	0.473	Valid		
7	P7	0.349	0.610	Valid		
8	P8	0.349	0.375	Valid		
9	P 9	0.349	0.433	Valid		
10	P 10	0.349	0.659	Valid		

Table 7. Mutation Instrument Reliability Index

Reliability Statistics				
Cronbach's				
Alpha	N of Items			
.794	10			

Table 8. Career Development Validity Test Results (Y)

No	Statement	r table	r count	Information
1	P1	0.349	0.507	Valid
2	P 2	0.349	0.718	Valid
3	P3	0.349	0.769	Valid
4	P4	0.349	0.783	Valid
5	P5	0.349	0.458	Valid
6	P 6	0.349	0.686	Valid
7	P7	0.349	0.658	Valid
8	P8	0.349	0.609	Valid
9	Р9	0.349	0.696	Valid
10	P 10	0.349	0.753	Valid

Table 9. Career Development Instrument Reliability Index

Reliability Statistics				
Cronbach's				
Alpha N of Items				
.890	10			

Histogram

Dependent Variable: Pengembangan_Karir Mean = 1.735-16 Std. Dev: =0.983 N=30 Mean = 1.735-16 Std. Dev: =0.983 N=30 Mean = 1.735-16 Std. Dev: =0.983 N=30

Figure 1. Data Histogram



Dependent Variable: Pengembangan_Karir



Figure 2. Data Normality

Table 10. Data Normality Test with Kolmogorov-Smirnov

One	-Sample Kolmogorov-S	Smirnov Test	
			Career
		Mutation	development
N		30	30
Normal Parameters,,b	Mean	40.53	40.87
	Std. Deviation	3.902	5.117
Most Extreme Differences	Absolute	-121	.157
	Positive	-121	.146
	Negative	083	-157
Kolmogorov-Smirnov Z		.663	.860
asymp. Sig. (2-tailed)		.772	.450
a. Test distribution is Norma	al.		

b. Calculated from data.

Table 11. Homogeneity Test

Test of Homogeneity of Variances

Career development					
Levene Statistics df1 df2 Sig.					
3.839		4	15	.024	

Table 12. Correlation Analysis Correlations

	Conclutions		
		Career	
		Mutation	development
Mutation	Pearson Correlation	1	.758**
	Sig. (2-tailed)		.000
	Ν	30	30
Career development	Pearson Correlation	.758**	1
	Sig. (2-tailed)	.000	
	Ν	30	30
**. Correlation is signif	icant at the 0.01 level (2-t	ailed).	

Table 13. Equation of Mutation Regression on Career Development

			Coefficientsa			
		Unstandardize	d Coefficients	Standardized Coefficients		
Model		В	Std. Error	Beta	t	Sig.
1	(Constant)	.548	6.578		.083	.934
	Mutation	.995	.162	.758	6.157	.000

a. Dependent Variable: Career_Development

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		Table 14. t test results					
			Coefficientsa				
				Standardized			
		Unstandardized	Coefficients	Coefficients			
Mod	el	В	Std. Error	Beta	t	Sig.	
1	(Constant)	.548	6.578		.083	.934	
	Mutation	.995	.162	.758	6.157	.000	
a. De	ependent Variable	: Career Developm	nent				



Figure 3. Test Area T-Test Curve