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Relationship Of Mutations To Career Development Employee

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Abstract
Goal of present research is to evaluate relationship between mutations and career development. The descriptive method is used in present research. Present research's population consisted of 30 employees, with 30 respondents as a sample, and sampling method utilized was complete sampling. Data collection techniques using a questionnaire using a Likert scale model. Data processing was carried out by a test drive of the questionnaire to determine validity and reliability of questionnaire. In present research, data was analyzed using simple linear regression analysis and correlation analysis. Findings revealed that mutation has a positive and significant impact on employee career development. 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 impact between two variables, and mutation variable makes a major contribution to the employee career development variable.
Keywords: *Mutation, Career Development Employee*

Abstrak
Tujuan dari penelitian ini adalah untuk mengetahui hubungan antara mutasi dan perkembangan karir. Penelitian ini menggunakan metode deskriptif. Populasi penelitian ini terdiri dari 30 karyawan, dengan sampel 30 responden, dan metode pengambilan sampel yang digunakan adalah sampling jenuh. Teknik pengumpulan data menggunakan kuesioner dengan menerapkan model skala Likert. Pengolahan data dilakukan melalui test drive kuesioner untuk mengetahui validitas dan reliabilitas kuesioner. Dalam penelitian ini, data dianalisis menggunakan analisis regresi linier sederhana dan analisis korelasi. Temuan mengungkapkan bahwa mutasi memiliki dampak positif dan signifikan 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. Professional development has become a phenomenon indicating differences in a person's standing in an organization on a career path that has been set in the organization in question.

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 associated to process of moving roles, obligations, and job status of employees to certain situations with the goal of obtaining profound employee satisfaction and providing maximum work skills and contribution to the firm.

Development seems to be a human enhancement carried out by a person to acquire a professional goals and an enhancement carried out by a person team to accomplish a work plan in accordance with organization's direction as well as quality (Ardana et al., 2012).

Career may be defined as 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, position becomes highly essential since everyone seeks a career that is in line with his desires and greatest possible position based on his ability. 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).

Career development seems to be a human enhancement carried out by a person to reach professional goals, as well as an increase by a person team to acquire a job plan in line with the organization's direction or quality (Ardana et al., 2012).

Career development seems to be a human enhancement carried out by a person to reach professional goals, as well as an increase by a person team to acquire a job plan in line with the organization's direction or quality.

Nitisemito (2002) states that 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.

Based on explanation given, framework in present research can be presented below:

Figure 1. Thinking Framework (Research Model)

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 framework described, hypotheses of present research can be developed bellows:

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

ME 1HOD

A quantitative technique is used in this t ype of research. Data collection method in present research were documentation studies, interviews and a list of questions (questionnaires) which were distributed to 30 respondents with total sampling technique. While simple regression anal ysis is utilized for data anal ysis, 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 dependent ›'ariable is caused by independent variable. Correlation test was conducted to test whether the two v'ariables were linearly related in sev'eral populations. Correlation basically tells about the intensit y (strong or weak) of the relationship between two variables and the direction of the relationship (positive or negativ'e. Data analysis that assists to define, present, or represent the data in a comprehensible way is referred to as descripti›'e statistics. Therefore, descriptive statistics enable us to present the data in a more relevant manner, allowing for a more straightforward understanding of the data. Descriptis'e statistics are basically used to check normality of data.

RESULTS

Demographic Analysis

Respondent results obtainedby as follows :

Table 1. Characteristics of Respondents by C»ender

N○	C.ender	Amount	Percentage ('to)
	Man	24	80*/o
2	Girl	6	20*/c
	Amount	30	lfifl9o

From the table above, employees who work are more dominantly male with a total of 24 respondents or around 80*/e.

Table 2. Characteristics of Respondents Based on Working Period (Years)

Years of service	**Amount**	**Percentage** (No)
0-2	5	I 6.7*/e
2-5	13	43.3°/e
>5	12	40*/e
Total	***3h***	**100** No

From the table above,ernployee who work more dominant employee with a working period of 2-5 years which is ahnut 13 people or about 43.3*/e.

Table 3. Characteristics of Respondents Based on Education

Education	**Amount**	Percentage (la)
S2	7	23.3*/c
S I	14	46.7*/c
high school	9	30°/c
Total	*3n*	100 No

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 may be seen below:

Table 4. Descriptive Statistics of Mutation Variables

Statistics		
Mutation		
N	Valid	30
	Missing	0
Mean		40.53
Std. Error 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

From 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. Descriptive Statistics of Career Development Variables

Statistics		
Career development		
N	Valid	30
	Missing	0
Mean		40.87
Std. Error of Mean		.934
Median		39.50
Mode		37
Std. Deviation		5.117
Variance		26,189
Range		18
Minimum		32
Maximum		50

Statistics

Career development		
N	Valid	30
	Missing	0
Mean		40.87
Std. Error of Mean		.934
Median		39.50
Mode		37
Std. Deviation		5.117
Variance		26,189
Range		18
Minimum		32
Maximum		50
Sum		1226

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. Mutation Validity Test Results (X)

No	Statement	r table	r count
		0.349	0.473
		0.349	0.468
		0.349	0.573
		0.349	0.466
		0.349	0.500
		0.349	0.473
		0.349	0.610
		0.349	0.375
		0.349	0.433
10	P10	0.349	0.659

From 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. Relying on findings of data processing, it may be acquainted that all items in 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. Mutation Instrument Reliability Index

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

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. Career Development Validity Test Results (Y)

No	Statement	r table	r count	Information
1	P1	0.349	0.507	Valid
2	P2	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	P6	0.349	0.686	Valid
7	P7	0.349	0.658	Valid
8	P8	0.349	0.609	Valid
9	P9	0.349	0.696	Valid
10	P10	0.349	0.753	Valid

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. Relying on findings of data processing, it may be acquainted that all items in 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. Career Development Instrument Reliability Index

Reliability Statistics	
Cronbach's Alpha	N of Items

Reliability Stati6tic6	
Cronbach's Alpha	N of Items

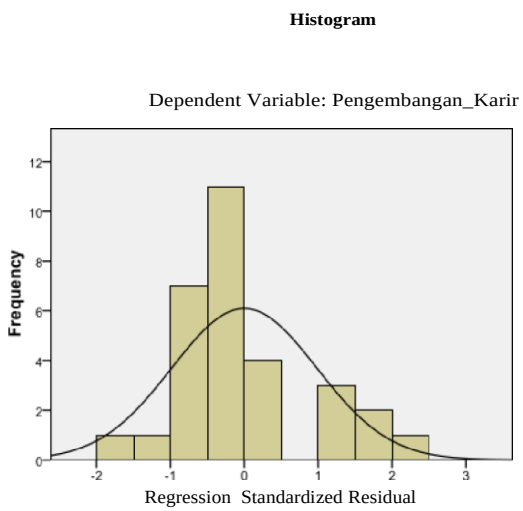
Reliabilit y coefficient = 0.800 is obtained. Because the result of this calculation is greater than 0.6, It is possible to state that Career Development seems reliable..

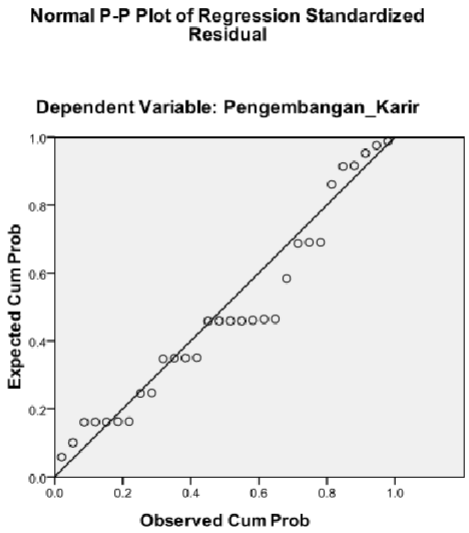
Data Normality Test

The normalit y test is used to assess if residuals under consideration are regularly distributed or not. Dispersion of data (points) across diagonal axis of graph is conducted to detect normalcy. Data normality test may be defined as a requirement that must be met before correlation analysis is carried out. Therefore, each M utation and Career Development variable was tested for normalit y of the data using the Kolmogorov-Smirnos' test.

According to findings of calculations using SPSS l7 program, results of data normalit y test are obtained as shown in the following figures and tables:

Figure 2. Data Normality





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.

Table 10. Data Normality Test with Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

		Mutation	Career 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
esymp. Sig. (2-tailed)		.772	.450

a. Test distribution is Normal.

b. Calculated from data.

According to table Kolmogorov-Smirnov Test may 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 has been 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 has been 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. Homogeneity Test

Test of Homogeneity of Variances

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

According to given table shows Sig. value 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. Correlation Analysis

Correlations

		Mutation	Career development
Mutation	Pearson Correlation	1	.758**
	Sig. (2-tailed)		.000
	N	30	30
Career development	Pearson Correlation	.758**	1
	Sig. (2-tailed)	.000	
	N	30	30

**. Correlation is significant at the 0.01 level (2-tailed).

From the table above, it may be seen that there seems to be a positive and significant connection between Mutationwith Career Development. Correlation value between 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

Table 13. Equation of Mutation Regression on Career Development

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.548	6.578		.083	.934
	Mutation	.995	.162	.758	6.157	.000

a. Dependent Variable: Career_Development

The mathematical equation of the simple linear regression model is as follows:

$$= 0.548 + 0.995X$$

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

Table 14. t test results

Coefficientsa

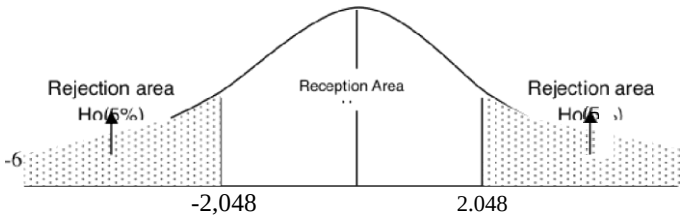
Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.548	6.578		.083	.934
	Mutation	.995	.162	.758	6.157	.000

a. Dependent Variable: Career_Development

To test Mutations on Career Development, the following steps are carried out:

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(α;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
   H_0 accepted if: tcount ≤ ttable or significance value (0.050)
   H_0 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 correlation between mutations and career development.

Figure 3. Test Area T-Test Curve



DISCUSSION

Goal of present research was to ev'aluate impact of employee mutations on emplo yee career dev'elopment 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 stud y, researchers also found that the relationship between mutations and career dev'e1opment was high. This shows that transfers are effective for emplo yee career development (Daulay, 2018). The implementation of employee transfer is a condition that shows a success frnm the implementatinn of a process of moving roles, nbligations, and job 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 emplo yee performance.

Achiev'ernent of goals is the expected results and efforts to achies'e 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 devel opment through employee mutations can be effective with st rict su perv'ision through proper assessment (Kaya & Ceylan, 2014). The expectation of emplo yee mutations is the existence of emplo yee 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 improv'e performance, employee transfers can also affect employee job satisfaction (HA YDl, 2019). In carrying out their duties, professional emplo yee performance is required by the agenc y. Employees who have good performance will get high work performance as well. Thus, the ageney rewards employees who perform very well by transferring ernpl oyees to the right positions and appropriate jobs so that enthusiasm and work productivity will increase (Gautarni, 2013).

Theoreticall y, there are many aspects that affect mutations in an organization and a factor which also prov'ides a significant part and needs attention in order to improv'e employee work is to improve systems and policies that are implemented properly and correctl y with the right and correct mutation systems and policies. In the organization, a gocd 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 (Achinad & Sriekaningsih, 2018).

Finally, this study concludes that mutations are necessar y for career development so that the y can affect changes in the organization for the better. Researchers have tested and analyzed the need for mutations in employee career development. lt has been tested and shown in the regression that there seems to be a positis'e relationship between transfer and employee career development.

CONCLUSIONS

Our findings show that if employee transfers are carried out properly then this will lead to positiv'e outcomes in employee career development. BecauseThe results of research on mutation variables that have an influence on career development, in fact hav'e a significant

influence between the two variables, mutation variables make a major contribution to career development variables.

Present research is intended to be conducted as resource 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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