

## The impact of mutation on the career development of civil servants in the educational sector: A case study in Serang City, Banten Province, Indonesia



Murni Murni, Sholeh Hidayat, Nurul Anriani \*

Doctoral Program in Education, Graduate School, Universitas Sultan Ageng Tirtayasa, Indonesia

### ARTICLE INFO

#### Article history:

Received 19 December 2022

Received in revised form

28 April 2023

Accepted 10 May 2023

#### Keywords:

Mutation

Career development

Civil servants

Educational sector

### ABSTRACT

This research endeavors to investigate the influence of mutation on the career development of civil servants working in the educational sector within Serang City, Banten Province, Indonesia. Employing a quantitative approach with a case study design, the study employs a survey research method utilizing correlational techniques through multiple linear regression analysis. The primary data for this investigation consists of information pertaining to the career development of civil servants in the educational staff of Serang City, Banten Province, which was directly gathered from the research respondents via a questionnaire. The findings of the study reveal a positive correlation between mutation and the career development of civil servants in the educational staff of Serang City, Banten Province, Indonesia. This implies that when targeted modifications are implemented, they are likely to be followed by improvements in the career development of civil servants working in the educational sector in the specified region.

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### 1. Introduction

The advent of the Fourth Industrial Revolution (Industry 4.0) has had a profound and far-reaching impact across various aspects of society (Koc and Teker, 2019). As technological advancements continue to accelerate, every facet of life is compelled to adapt to these rapid changes, especially within the industrial landscape. Among the domains significantly affected is organizational life, wherein the development of human resources has been notably challenged and hindered by the forces of this industrial revolution (Schwab, 2017).

The existing human resources within organizations have struggled to keep pace with the exceptionally sophisticated developments brought about by Industry 4.0. To ensure the survival and competitiveness of an organization under such circumstances, it becomes imperative to undertake strategic development initiatives. This approach is indispensable, as organizations lacking adequate resources, competencies, and potential will find themselves marginalized and overtaken by those that effectively embrace and align with the

revolutionary changes ushered in by Industry 4.0 (Schwab, 2017).

The prevailing circumstances reveal commonalities among civil servants, particularly with regard to their preparedness for the challenges posed by the Fourth Industrial Revolution. A considerable portion of the human resources within civil servant agencies comprises employees possessing potential and competence, but who require additional time to fully adapt to these transformative developments (Akib et al., 2019). In response to these issues, it is imperative for the government to undertake comprehensive career development and coaching programs for civil servants, enabling them to effectively align with the demands and complexities of Industry 4.0 (Nurbaity and AB, 2019). In carrying out the development and coaching of civil servants, good management is needed in order to achieve the expected goals and objectives. The management is implemented with the principle of a merit system based on qualifications, competence, performance appraisal, and the needs of government organizations by considering good integrity and morality (Ali Junjuran and Suwanda, 2019).

The civil servant is one of the components in the administration of government that plays an important role in creating a modern civilized, law-abiding, prosperous, democratic, and highly moral (Bekti, 2022). Just civil society in providing services to the community equitably and fairly and

\* Corresponding Author.

Email Address: [nurulanriani1@untirta.ac.id](mailto:nurulanriani1@untirta.ac.id) (N. Anriani)

<https://doi.org/10.21833/ijaas.2023.07.006>

Corresponding author's ORCID profile:

<https://orcid.org/0000-0001-5603-884X>

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maintaining the unity and integrity of the nation with loyal loyalty. Fully towards Pancasila and the 1945 Constitution. This is, of course, in the context of efforts to achieve the goals and ideals of the Indonesian country.

The civil servant has a role as executor of public policy, public servant, and unifier of the nation, and this is stated in article 10 of law no. 5 of 2014 (ROI, 2014). The application of the merit system in the management of civil servants is very important to optimize the performance of the civil servants themselves (Afrianto and Prasajo, 2020). In managing human resources based on a merit system, the potential and capacity of civil servants are fundamental. This is supported by research conducted by Nurnadhifa and Syahrina (2021), which states that implementing a merit system for civil servants is very good and can optimize the performance of these employees. In its application, many things need to be considered, starting from the recruitment of prospective civil servants, which is very strict and prioritizes the abilities and potential of candidates who propose themselves as civil servants. Besides, career development is carried out for members of an organization to optimize their capabilities employee.

In the development of an organization, it is necessary to carry out positive treatment so that the system carried out can run well and have minimal obstacles. This treatment must be programmed, scheduled, and continuous. One of the treatments that can be carried out is to carry out mutation within the organization. The mutation is a change in position/position/place/work carried out horizontally or vertically (promotion/demotion) within one organization (Broto, 2020). Movement is included in the employee function, which aims to improve the efficiency and effectiveness of the company's work. By doing mutation, it is hoped that there will be an increase in work effectiveness. This is in line with research conducted by Nasution (2022) that mutation in the organization can make employees more productive because if there are problems, a demotion will be carried out while employees with good potential will be promoted.

In the field of education, civil servant consists of educators and educational staff (Mursidah et al., 2022). In the education field many efforts were conducted to improve the quality of education such as Salsa et al. (2022) addressed the learning motivation and learning achievement through distance learning, Haryadi and Pujiastuti (2022) addressed the HOTs through STEM-PjBL, Pebriani et al. (2022) addressed scientific literacy through the STREAM-based teaching materials using smart apps creator 3, Azzahra and Simatupang (2021) addressed the critical thinking skills through talking stick method, Mukhtar et al. (2021) addressed the problem solving and self-efficacy through dynamic mathematic software Geogebra, Widyastuti et al. (2022) addressed the learning outcomes through discovery learning model, Uma et al. (2022) addressed the learning outcomes through android-

based learning. In providing services, educators and educational staff also need career development to improve performance and develop their potential. The educational staff has an important role in supporting the implementation of education. They are tasked with carrying out administrative, management, development, supervision, and technical services to support the educational process in an institution. By paying attention to this, career development will also greatly affect the performance of educational staff. Career development is intended so that the services provided are maximized so that the goals of the agency can be achieved properly (Kaswan, 2104; Leko et al., 2015). According to the National Education Standards Agency, the educational staff consists of school/madrasah principals, education unit supervisors, administrative staff, library staff, laboratory staff, technicians, study group managers, tutors, and cleaning staff (Tanjung, 2020).

The details of the distribution of educational staff in Serang City, Banten Province, based on employment status, are shown in Table 1.

**Table 1:** Distribution of educational staff in Serang City, Banten Province, Indonesia (MOE, 2022)

No.	Employment status	Amount
1	Civil servant	103
2	Permanent employees of the foundation	153
3	City non-permanent employees	38
	Total	294

Based on the description stated in Table 1, it is deemed necessary to conduct a more in-depth study regarding the effect of rotation on the career development of civil servants of the educational staff in Serang City, Banten Province, Indonesia. The research results are expected to provide a detailed description of the management of civil servants of educational staff in Serang City, Banten province, Indonesia, in terms of career development aspects and the rotation of civil servants in Serang city, Banten province, Indonesia.

## 2. Method

This study aims to investigate the impact of the mutation on the career development of civil servants within the educational staff in Serang City, Banten Province, Indonesia. The research was conducted as a case study in the specified location. The population under scrutiny consisted of 294 civil servants working in the educational sector in Serang City, Banten Province, Indonesia. To ensure manageable data collection, a sample size of 200 civil servants from this population was chosen, selected through a probability sampling technique utilizing random sampling. The selection of this research method was based on the research's objectives and the specific inquiry it sought to address, which involved examining the influence of mutation, rotation, or promotion on the career development of civil servants within the educational staff in Serang City, Banten Province. The data collected for this study

were not manipulated through any interventions or treatments by the researchers; instead, the necessary data already existed in the field and was owned by the respondents. Consequently, the sole requirement was the administration of a questionnaire to gather pertinent information (Hadi, 1991). To achieve the research objectives, a quantitative approach was adopted, utilizing a survey research method (Fitriana et al., 2022) and employing correlational techniques through multiple linear regression analysis (Kadir, 2015).

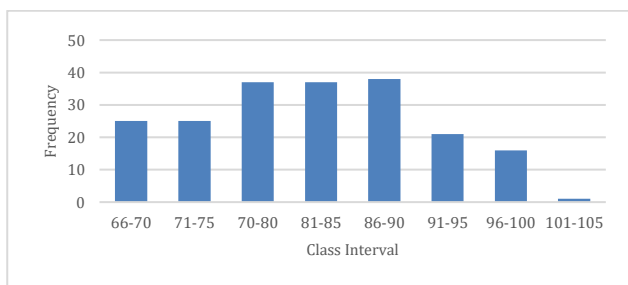
### 3. Results and discussion

The entire data in this study were obtained based on the results of completing questionnaires by 200 civil servants of the educational staff in Serang City, Banten province, Indonesia. The data is analyzed using descriptive statistics.

a. Career development: Variable data were obtained based on filling out a questionnaire consisting of 33 statement items with a theoretical score ranging from 33 to 132. Based on the results of data analysis, it is known that the minimum score is 66; the maximum score of 104; the score range is 38 (empirical score); the average score of 82.180; the median is 83; the mode 86; standard deviation 8.998; and variance 80.972. The frequency distribution of career development scores according to 200 civil servants of the educational staff in Serang City, Banten Province, is shown in Table 2.

**Table 2:** Frequency distribution of career development scores

No.	Interval class	Frequency	
		Absolute	Relative (%)
1	66 - 70	25	12.50
2	71 - 75	25	12.50
3	76 - 80	37	18.50
4	81 - 85	37	18.50
5	86 - 90	38	19.00
6	91 - 95	21	10.50
7	96 - 100	16	8.00
8	101 - 105	1	0.50
	Total	200	100



**Fig. 1:** Career development score

According to the data presented in Table 2, the distribution of career development scores can be visually depicted through a histogram, illustrated as Fig. 1. The histogram in Fig. 1 represents the spread of career development scores derived from the information provided in Table 2.

b. Mutation: Mutation variable data were obtained based on filling out a questionnaire consisting of 29 statement items with a theoretical score ranging from 29 to 116. Based on the results of data analysis, it is known that the minimum score is 87; the maximum score of 116; the score range is 29 (empirical score); the average score is 95.870; the median is 90; the mode 87; standard deviation 10.904; and variance 118.908. The distribution of the frequency of mutation scores according to 220 civil servant education staff in Serang City, Banten Province, can be seen in Table 3.

**Table 3:** Mutation score frequency distribution

No.	Interval class	Frequency	
		Absolute	Relative (%)
1	87 - 90	105	52.50
2	91 - 94	21	10.50
3	95 - 98	10	5.00
4	99 - 102	7	3.50
5	103 - 106	10	5.00
6	107 - 110	10	5.00
7	111 - 114	12	6.00
8	115 - 118	25	12.50
	Total	200	100

Based on the data presented in Table 3, it can be illustrated that the distribution of mutation scores in Fig. 2. In addition to the data in Table 3 and Fig. 2, there is a correlation between career development and employee mutation. This can be described in the data: 1. Career Development (Y) on Transfers (X1) Based on the linearity test of career development (Y) for the mutation (X1) that has been carried out, the results of the linearity test and regression significance are shown in Table 4.

Based on Table 4, the results of the regression linearity test show a Fcount of 1.124 and a significance probability value of 0.318. Thus, for  $\alpha=0.05$  it can be seen that the significance probability value is more than  $\alpha=0.05$ , namely  $0.318 > 0.05$ , which indicates that the relationship of career development (Y) to mutation (X1) is linear. Likewise, the results of the regression significance test obtained a Fcount of 97.509 and a significance probability value of 0.000. Thus, for  $\alpha=0.05$ , it can be seen that the significance probability value is less than  $\alpha=0.05$ , namely  $0.000 < 0.05$ , which indicates that the regression of career development (Y) on mutation (X1) is significant.

**Table 4:** ANOVA table for linearity and significance tests career development (Y) on transfers (X1)

F <sub>count</sub>	Probability of significance (Regression)	F <sub>count</sub>	Probability of significance (Linearity)
1.124	0.318	97.509	0.000

c. There is an effect of mutation on career development: The statistical hypothesis put forward to explain the effect of mutation (X1) on career development (Y) can be stated as follows (Sudjana, 2005):

$$H_0: \beta_1 \leq 0$$

$$H_1: \beta_1 > 0$$

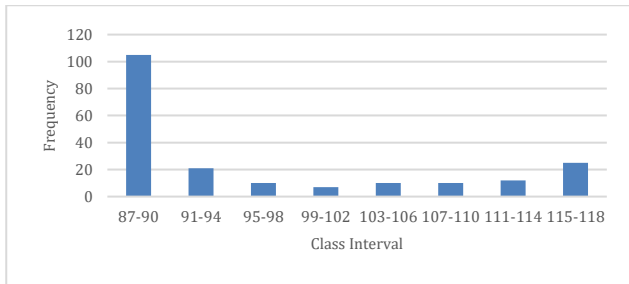


Fig. 2: Mutation score

Based on the results of the tests carried out, as shown in Table 4, the mutation regression coefficient (X1) for career development (Y) is 0.190 with a tcount of 2.995 and a significant probability of 0.003. For  $\alpha=5\%=0.05$ , the ttable value ( $t(0.05;196)$ ) is 1.972. Thus, it can be seen that the tcount>ttable value is  $2.995>1.972$  which results in  $H_0$  being rejected. Based on the test results, it can be concluded that mutation (X1) has a positive effect on the career development (Y) of civil servant education staff in Serang City, Banten Province.

d. Mutation has a positive effect on career development: The results of testing the first hypothesis show a positive effect of mutation (X1) on the career development (Y) of civil servants of the educational staff in Serang City, Banten province, Indonesia with a regression coefficient of 0.190. This indicates that if an agency carries out a transfer of an employee, then this will potentially cause the career of a civil servant of the educational staff in Serang City, Banten province, Indonesia to grow by 0.190, with rotation and promotion considered constant.

Employee transfers, involving the relocation of personnel from one job to another, typically at a comparable level or equivalent, serve the fundamental purpose of ensuring the optimal alignment of individuals' skills and knowledge with their assigned roles. The process is designed to achieve the principle of placing the right person in the right position, enabling employees to work in line with their expertise and field of knowledge. Once transferred, employees undergo a learning and adaptation phase to effectively carry out their new responsibilities, aiming to perform at least as competently as their predecessors, if not better. Consequently, this mutation mechanism plays a pivotal role in facilitating the appropriate progression of employees' careers.

One significant objective of employee transfers is to acknowledge and reward exceptional work performance. Transfers can serve as a means of recognition, offering promotions or advancements to employees who have demonstrated outstanding abilities, resulting in increased authority, responsibility, and sometimes remuneration.

The transfer is also a method in the management development program that serves to increase the overall effectiveness of managers in their jobs and positions by broadening experience and

familiarizing them with various aspects of company operations or government agency organizations (Kaymaz, 2010). This is in line with Hasibuan's (2004) opinion which stated that the purpose of transfers includes: To increase employee work productivity, to create a balance between the workforce and the composition of work or position, to expand or increase employee knowledge, and to eliminate boredom. Hasibuan's (2004) work provides incentives so that employees want to strive for higher career advancement, adapt work to the physical conditions of employees to resolve disputes between fellow employees and to strive for the principle of the right person at the right place.

Furthermore, Sastrohadiwiry (2005) explained that mutation is an employment activity related to transferring workers' functions, responsibilities, and employment status to certain situations with the aim that the workforce obtains deep job satisfaction and can provide maximum work performance, maybe the company. This emphasizes how important it is that mutation is carried out correctly for employees. One of the reasons is that they will affect employee career development. Another opinion was put forward by Manulang (2003) and Ulfah (2013) that mutation is carried out to place employees in their place so that employees have high satisfaction at work and produce high work performance.

Adekola (2011) stated that career development will affect the employees' job satisfaction and career commitment. A well-designed career development system enables organizations to tap their wealth of in-house talent for staffing and promotion by matching individuals' skills, experience, and aspirations to the needs of the organizations. The opinion expressed emphasizes the importance of career development to be considered by companies/agencies. Career development will ultimately affect employee commitment and performance. Career development is a formal approach taken by organizations to ensure people in the organization have the right qualifications, abilities, and experience when needed (Handoko, 2008).

Achmad and Srikaningsih (2018) stated that mutation and career development was a factor that influenced performance. Mutation can affect career development, and both can encourage employees to improve performance as the company needs, so the company and employee goals can run together to achieve the goals. This explains that mutation and career development are two things that need attention because both can affect employee performance. Mutation can affect career development, and both can encourage employees to improve their performance as desired by the agency. So that agencies and employees go hand in hand to achieve the goals set by the agency.

The same thing was also stated by Trivellas et al. (2015), which stated that career development management requires appropriate methods, e.g., giving promotions to outstanding workers and doing employee transfers to refresh or prevent saturation

in employee performance. The statement emphasizes that management related to career development requires the right method. One of them is by doing mutation to refresh or prevent boredom experienced by employees at work. Thus, the implementation of mutation to employees will greatly determine the employee's career development.

This opinion is reinforced by the research results of Rinaldi et al. (2018), which state that the mutation had a significant effect on employees' career development. It means that an increase in mutation will be followed by a rise in career development and, finally will affect job performance. The results of this study explain that giving mutation to employees will significantly influence their career development. This can be interpreted by carrying out mutation that will be followed by employee career development, ultimately affecting their performance. By paying attention to this, agencies need to manage careers and develop them properly to maintain employee performance. Good career management and development can encourage employees always to do good things and avoid work frustration, which can impact agency performance. Career management and development will increase the effectiveness and creativity of human resources (Sari and El Islami, 2022), which can foster career commitment and improve performance to support the achievement of agency/company goals.

The results showed that mutation significantly positively affected the career development of civil servants of the educational staff in Serang City, Banten province, Indonesia. This is in line with the results of research conducted by Rakhman et al. (2017) that mutation has a positive and significant effect on employee career development. The more often an employee undergoes mutation, the more likely the employee's career will also develop.

#### 4. Conclusion

Based on the findings and discussion presented earlier, the research reveals a positive impact of the mutation on the career development of civil servants within the educational staff in Serang City, Banten Province, Indonesia. This indicates that a well-targeted transfer process is likely to lead to advancements in the career paths of civil servants working in the educational sector in Serang City, Banten Province, Indonesia.

The implications of this study suggest that if the head of the agency or the responsible authority overseeing the Transfer, Promotion, and Performance Appraisal Division at the Personnel and Human Resources Development Agency for the City of Serang, Banten Province, Indonesia conducts the transfer process transparently, accountably, and in alignment with the intended goals, there is a high possibility that the career progression of civil servants within the educational staff under their purview will be positively affected. Consequently, such improvements in career development are

expected to enhance overall performance and positively influence the quality of services provided by civil servants in the educational sector.

#### Compliance with ethical standards

#### Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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