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THE EFFECT OF INCOME, CAREER DEVELOPMENT, AND
LOCATION OF DUTY PLACE ON CIVIL SERVANT ENTRY
MUTATION IN GOVERNMENT AGENCIES EAST LUWU
REGENCY

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Abstract:

This study aims to analyze the influence of income, career development, and duty location on civil servant entry mutations in East Luwu Regency government agencies. The research conducted is explanatory research using a quantitative approach. This research was carried out at the Office of the East Luwu Regency Human Resources and Development Agency (BKPSDM). Data was obtained based on the List of Requests for Mutation of Civil Servants (PNS) entering the East Luwu Regency Government from 2022 to 2024 totaling 71 people. Data was collected through questionnaires that had been tested for validity and reliability. Data analysis to test the hypothesis using the variation-based Structural Equation Model (VB SEM). Data processing using the help of the Smart PLS application 3.2.9. The results of the study show that income, career development, and location of duty places have a significant effect on the mutation of civil servants in the East Luwu Regency Government. Effective employee management to prevent mutations is a crucial aspect in human resource management. Transfers, or the transfer of employees either to other positions within the organization (internal mutations) or to other organizations (external mutations), can have a significant impact on operational stability, team morale, and recruitment and training costs. Therefore, an employee management strategy designed to retain a quality workforce is essential to maintain the efficiency and long-term success of the organization.



Introduction

Based on the Position Analysis and Workload Analysis at the East Luwu Regency Government, the need for State Civil Apparatus (ASN) of the East Luwu Regency Government amounts to approximately 8,960 people and currently ASN numbers 5,310 people so that there is still a need for 3,650 employees.

In order to achieve national goals and national development goals, the participation of Civil Servants (PNS) is needed as an element of the state apparatus, state servants and community servants whose task is to carry out government and development tasks. Widjaja (1990) said that Civil Servants are not only government officials, but also state servants and public servants who are basically public servants. Therefore, it is necessary to organize the organization of the regional apparatus. One form of organizational structuring of regional apparatus as regulated in Government Regulation Number 11 of 2017 concerning Civil Servant Management is the Mutation Policy.

The legal basis for the implementation of mutation is Law Number 5 of 2014 concerning the State Civil Apparatus as amended by Law Number 20 of 2023 concerning the State Civil Apparatus, Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Civil Servant Management as amended by Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning Civil Servant Management, and Regulation of the State Civil Service Agency of the Republic of Indonesia Number 5 of 2019 concerning Procedures for the Implementation of Mutation.

Based on the Regulation of the Regent of East Luwu Number 88 of 2021, it is stated that the Personnel and Human Resources Development Agency (BKPSDM) is a body that is an element of supporting government affairs in the field of Personnel and Human Resources Development which is the Regional Authority. One of the fields within the scope of BKPSDM is the Field of Mutation, Rank and Career Development, which is the field responsible for handling employee mutation, rank and career development services.

The problem faced today is that the needs of the State Civil Apparatus (ASN) have not been met so that personnel services in several regional apparatus organizations (OPD) have not been so optimal, one of the efforts to meet the needs of ASN is to accept civil servant entry mutation applications. Therefore, this study focuses on the mutation of civil servants in East Luwu Regency Government Agencies which may be influenced by several factors, including income, career development and the location of the place of duty.

The phenomenon observed is an increase in the number of applications for incoming mutation at the East Luwu Regency Government in the last 3 (three) years, the existence of a higher additional employee income (TPP) from Regencies/Cities in South Sulawesi, several employees who moved to East Luwu Regency have received promotions to occupy structural positions and the geographical location of East Luwu Regency which is adjacent to several Regencies or Provinces.

Previous studies have shown the importance of income as a major factor influencing job satisfaction and mutation decisions. For example, research by Smith (2020) found that inadequate income can increase employee mutation intentions. Similarly, research by Johnson (2019) shows that strategic job site locations can increase job satisfaction and reduce mutation rates. In addition, a study by Williams (2021) emphasizes the importance of career development in retaining employees and preventing mutation applications. This literature will be used as a theoretical basis in this study, to support the analysis and interpretation of research results.

Previous research by (Utama et al., 2023) said that the mutation of civil servants is an important step taken by the Agency to obtain civil servants from outside the Agency in accordance with the needs of the organization in order to accelerate the achievement of organizational goals. Research conducted by (Rosadi, 2021) stated that the main expected goal of civil servant mutation is to maximize employee productivity and create a balanced composition related to the skills and work portions in the work environment.

Based on the background that has been stated above and the phenomenon of the problem, the researcher is interested in conducting research with the title *The Influence of Income, Career Development and Location of Duty Places on Civil Servant Entry Mutations in East Luwu Regency Government Agencies*. This research aims to explore and test the relationship between income, career development and the location of the place of assignment to mutation. By knowing the reason factors for civil servants to carry out mutations, it is hoped that an effective strategy can be identified for civil servant entry mutation services at East Luwu Regency Government Agencies. The results of this study are expected to contribute to the East Luwu Regency Government through BKPSDM in compiling internal policies related to civil servant entry mutation services, payment of additional employee income (TPP), position promotion policies, and placement for newly entered employees in East Luwu Regency Government agencies. Thus, the purpose of employee mutation can be carried out properly.

Literature Review

Problem Formulation

- 1) Does income affect the mutation of civil servants in East Luwu Regency Government agencies?
- 2) Does career development affect the mutation of civil servants in the East Luwu Regency Government?
- 3) Does the location of the place of duty affect the mutation of civil servants in the East Luwu Regency Government?

Research Objectives

- 1) To find out income package affects the mutation of civil servants in the East Luwu Regency Government.
- 2) To find out career development affects the mutation of civil servants in the East Luwu Regency Government.
- 3) To find out apakah location where the place of duty affects the mutation of civil servants in the East Luwu Regency Government.

Mutation

Based on BKN Regulation Number 5 of 2019 concerning Procedures for the Implementation of Mutation, *Mutation* is the transfer of duties and/or locations within 1 (one) Central Agency, between Central Agencies, 1 (one) Regional Agency, between Regional Agencies, between

Central Agencies and Regional Agencies, and to representatives of the State of Indonesia abroad and at their own request. Based on this description, it can be concluded that *Mutation* is the transfer from one place of duty to another both within one agency and between agencies. According to Saydam (2000) said that the purpose of employee mutation is: 1) Placing employees who are in accordance with the needs of the organization; 2) Increase employee morale and enthusiasm; 3) Employee development efforts; and 4) As a preventive measure in an effort to secure employees and the organization. Mutation is part of the career development process of a civil servant. Mutations are carried out for a minimum of two years and a maximum of every five years. Mutation is carried out on the basis of the harmony between the competence of civil servants and the requirements of the position, position classification, and career pattern, taking into account the needs of the organization. Civil servant mutations also pay attention to the principle of prohibiting conflicts of interest.

Mangkunegara (2018) explained that job satisfaction is a pleasant emotional condition that results from a person's job assessment or work experience. Job dissatisfaction can arise from a variety of factors such as monotonous tasks, conflicts with superiors or co-workers, and a lack of recognition and appreciation. When employees are dissatisfied with their jobs, they tend to look for other positions that they find more satisfying. Job mutation, in this context, is often seen as a solution to increase employee job satisfaction. By putting employees in positions that better align with their interests, talents, and expertise, organizations can help improve employee motivation and performance. In addition, mutations can also be used as a tool to defuse conflicts and improve work relationships, by moving employees to other departments or units that are more suitable.

According to Sedarmayanti (2019), mutation is not only important for employee welfare but also for the benefit of the organization. Mutations are carried out to ensure that employees are placed in the most effective positions to maximize productivity. By moving employees to positions that better suit their abilities and skills, organizations can improve operational efficiency and output. Furthermore, it was explained that mutations can also be part of an organization's development strategy. In the face of changing business and technology environments, organizations need to be flexible and adaptive. Employee turnover can help organizations to respond to these changes quickly, by putting employees who have the necessary skills in the right position to face new challenges.

According to Handoko (2019), changes in the organization, such as restructuring or changes in business strategy, often require adjustments in employee placement. Job mutations are carried out to ensure that employees are in positions that allow them to make optimal contributions to the organization. This includes adjustments based on the employee's competencies, interests, and potential for development. Mutations can also be used as a tool to maintain organizational flexibility. In a dynamic business environment, the ability to put employees in the most strategic positions is the key to success. Mutation allows organizations to respond to changing business needs quickly and efficiently, while still maintaining employee motivation and satisfaction.

Wibowo (2020) highlights that career development is one of the main factors that can increase employee retention. Organizations that do not provide clear career paths and adequate development opportunities will face high rates of mutation. Employees who feel that they don't have the opportunity to thrive tend to look elsewhere for those opportunities through job mutations. The importance of a comprehensive career development program in reducing mutation rates. These programs can include training, mentoring, job rotations, and promotional

opportunities. By providing a wide range of development opportunities, organizations can help employees achieve their career goals, which in turn will increase their loyalty and performance. Rivai (2021) explained that employees' motivation to apply for a job mutation is often driven by the need to get better compensation, a more conducive work environment, and opportunities for self-development. Employees who feel that they are not being compensated appropriately for their workload will be more likely to look for positions that offer better salaries and benefits. In addition to compensation, Rivai also highlighted the importance of a supportive work environment. Employees who work in an unconducive environment, either due to physical issues such as inadequate facilities or social issues such as conflicts with coworkers, will be more likely to apply for a mutation. Therefore, organizations need to ensure that the work environment supports employee productivity and well-being to reduce mutation rates.

Employee mutation can be caused by several factors that allow employees to find a new workplace that according to their expectations is better. According to Dessler (2021), Employees often apply for job mutations in search of better career development opportunities and upskilling. An unsupportive work environment and lack of support from management are also significant factors that encourage employees to move. According to Noe et al. (2020), Dissatisfaction with working conditions, conflicts with superiors or co-workers, and lack of appreciation and recognition from the organization are often the main reasons employees choose to apply for a job transfer. Armstrong & Taylor (2020) explains that Job mutations are often triggered by a lack of career development opportunities in current positions, as well as a desire to achieve a better work-life balance. These factors are often exacerbated by ineffective leadership and poor communication within the organization. While Bratton & Gold (2019) stating that employees apply for job mutations not only because of internal issues such as conflict and dissatisfaction, but also because of better opportunities elsewhere. Organizations that are unable to offer clear career paths and development opportunities often lose their best employees. According to Brewster et al. (2021), in the era of globalization, employee mobility is increasing. The decision to apply for a mutation is often influenced by external factors such as changes in the labor market, immigration policies, and international career opportunities. Employees are looking for positions that offer stability and better growth prospects.

Mangkunegara (2015) Identify several main indicators that affect employees' decision to apply for job mutations, namely (1) Job satisfaction, namely dissatisfaction with the job, work environment, and relationships with superiors or colleagues are the main indicators that encourage employees to look for other positions. (2) Career Development is the lack of opportunities for career development and promotion in current positions can trigger an employee's desire to transfer to a department or unit that offers better opportunities. (3) Compensation is inadequate salary and benefits compared to workload or industry standards can be the reason an employee applies for a mutation. While Sedarmayanti & Gunawan (2019), stated that some of the indicators that are often used to assess the need and success of work mutations are (1) Productivity, which is a decrease in productivity or employee performance in the current position can be a sign that employees need mutations to find a position that is more in line with their abilities. (2) Work-Life Balance, which is the imbalance between work and personal life faced by employees, can be the reason they apply for mutations to look for positions that offer better flexibility. (3) Adaptability, i.e. The need for organizations to adapt to changes in business or technology strategies often demands the mutation of employees to positions that are more suitable for their skills.

According to Handoko (2019), some important indicators in the context of employee adjustment and mutation are (1) Employee competence is the compatibility between employee skills and competencies with the needs of existing positions in the organization. (2) Leadership and communication is the effectiveness of leadership and communication in an organization can influence employees' decisions for mutation. Ineffective leadership and poor communication are often triggers for mutations. (3) Satisfaction with the work environment is the physical and social condition of the work environment that is not supportive, which can be an indicator of the need for employee mutation. Wibowo et al. (2020) emphasizing several indicators related to career development and mutation, namely (1) Self-development opportunities are opportunities to participate in training, mentoring, and other career development programs. (2) Promotion opportunities are the availability of clear promotion paths and opportunities to achieve higher positions in the organization. (3) Employee welfare is the level of employee welfare, including the balance between work and personal life and satisfaction with the compensation received.

Rivai (2021) identified several main indicators that affect employee motivation to apply for a mutation, namely (1) Compensation and benefits are the level of employee satisfaction with salary, benefits, and other benefits. (2) Work environment is a work environment that supports or does not support employee productivity and welfare. (3) Career development opportunities are the availability and accessibility of career development programs and promotion opportunities within the organization. These experts' opinions provide insight into the various indicators that influence an employee's decision to apply for a job transfer, and how organizations can manage these indicators to retain employees and improve job satisfaction

Income/Salary

Nitisemito (2002) Defines salary as a financial reward given by an organization to employees as compensation for work performed. According to him, salary is not only a tool to meet the basic needs of employees, but also a motivator to improve performance and productivity. He emphasized the theory of Equity Theory, which states that employees will feel satisfied and motivated if they feel that the compensation they receive is fair compared to the effort and contributions given and compared to other colleagues. Rachmawati (2020) stated that salary is one of the most important forms of direct compensation and serves as the main tool in attracting, retaining, and motivating employees. He emphasizes on the Theory of Wages by Adam Smith, which outlines that salaries should reflect the value of an individual's contribution to the organization and should be able to meet the basic needs of employees as well as provide incentives for better performance. Meanwhile, Sutrisno (2021) defines salary as a form of financial reward given by the company to employees in return for their contribution to the achievement of organizational goals. He adopted Victor Vroom's Expectancy Theory, which states that employees will be motivated to work hard if they are confident that the efforts they put in will result in good performance and will be followed by appropriate rewards.

Darmawan (2022) defines salary as a form of monetary compensation that is given periodically to employees in exchange for their contributions to the organization. He refers to Abraham Maslow's Hierarchy of Needs Theory, where salary is considered the fulfillment of basic needs (physiological and security) and can also influence higher needs such as self-esteem and actualization. Anggraeni (2023) emphasizes that salary is a critical element in human resource management that functions to attract, retain, and motivate employees. He elaborated on the Compensation Theory which states that a fair and competitive salary structure can increase job satisfaction and employee performance. It is further explained that the concept of Total Reward

which includes not only basic salary but also benefits, incentives, and other benefits as one comprehensive compensation package. These opinions show that salary not only serves as a financial tool, but also plays an important role in employee motivation, satisfaction, and retention, according to various theories put forward by Indonesian HR management experts.

Mangkunegara (2018) stated that income/salary indicators are (1) Conformity with industry standards, namely income or salary must be in accordance with industry standards so that employees feel valued and competitive in the labor market. Salaries that are too low compared to the industry average can lead to dissatisfaction and increase turnover. (2) Suitability to workload: Income must reflect the workload and responsibilities carried out by the employee. Mismatch between salary and workload can lead to stress and decreased work motivation. (3) Transparency in salary structure is transparency in salary structure and policy is essential to prevent suspicion and dissatisfaction among employees. Employees need to understand how their salary is determined and how they can increase their income.

Income/salary indicators according to Sedarmayanti (2019) are (1) Performance-based awards, namely income must be correlated with employee performance. A fair and performance-based reward system can increase employee motivation and productivity. (2) Internal and external fairness, namely salary fairness, must be considered both from an internal (equality between employees in the organization) and external (equality with the labor market). This fairness is important to maintain employee satisfaction and loyalty. (3) Adjustment based on inflation, namely income must be adjusted periodically to the inflation rate to maintain employee purchasing power. This salary adjustment is important to maintain employee welfare.

According to Handoko, T. Hani (2019), income indicators can be seen from (1) a clear salary structure. A clear and transparent salary structure helps employees understand the components of their income and how they can increase that income. (2) Balance of salary and benefits. In addition to the basic salary, benefits such as health insurance, transportation allowances, and bonuses should be taken into account in the overall compensation package to improve employee welfare. (3) Conformity with qualifications and experience. The salary should reflect the employee's qualifications and experience. Employees with higher qualifications and experience should earn higher income as a form of reward. Semantara Wibowo (2020) emphasized that the independent income indicators for (1) Gasil-based awards. A payroll system that is based on results or outputs can increase employee motivation to achieve targets set by the organization. (2) Competitiveness in the labor market. Earnings must be competitive enough to attract and retain the best talent in the labor market. Competitive salaries help organizations retain quality employees. (3) Financial well-being. An adequate salary contributes to the financial well-being of employees, which in turn increases their satisfaction and loyalty to the organization. According to Rivai (2021), income indicators are (1) Total compensation. Compensation should be seen as the sum of basic salary, bonuses, benefits, and other incentives. This approach provides a more complete picture of the income employees receive. (2) Incentives and bonuses. Fair and timely incentives and bonuses can improve employee motivation and performance. Clear and transparent incentives encourage employees to achieve targets. (3) Balance between salary and non-material awards. In addition to salary, non-material rewards such as recognition, career development opportunities, and a positive work environment are also important for maintaining employee motivation and loyalty. These opinions provide insight into the various indicators that affect income or salary and how organizations can manage compensation to improve employee satisfaction and retention.

Career Development

Wahyudi (2020) defines career development as the process of improving an individual's ability to achieve desired career goals through a series of training, education, and work experience activities. It is further explained that Donald Super's Super Career Theory underlines that career development is a lifelong process that involves various stages of career development, from exploration to consolidation and maintenance. Anggraeni (2021) states that career development includes all activities carried out by individuals and organizations to improve employees' abilities and career potential. Referring to Holland's Career Theory which emphasizes the importance of compatibility between an individual's personality and the work environment in determining career success. Career development should consider the employee's interests, values, and abilities to achieve optimal satisfaction and performance.

Yuniarti (2021) defines career development as the process of planning and managing individual career paths in organizations to achieve personal and organizational goals. Adopt the Protean Career Theory put forward by Douglas T. Hall, which emphasizes that career development today is more individualistic and dynamic, where employees actively manage their own careers by adjusting personal goals and values to available opportunities. Susanto (2022) states that career development is an ongoing effort made by employees and companies to improve the skills, knowledge, and abilities needed for career advancement. Emphasizing Boundaryless Career Theory which states that careers are no longer tied to one specific organization or path, but are cross-organizational and flexible, allowing employees to develop their careers through a variety of experiences and opportunities. Wijayanti (2023) defines career development as a collaborative process between employees and organizations to identify and achieve career goals that align with business needs and personal aspirations. Referring to the Cognitive Social Career Theory which emphasizes the role of self-efficacy, expectation of results, and personal goals in career development. Effective career development should include structured training, mentoring, and career planning.

Wahyudi (2020) states that career development indicators include training and education, work experience, and performance assessment. Training and education refer to programs aimed at improving the skills and knowledge of employees. Work experience includes a variety of tasks and projects that enrich employees' abilities. Performance appraisals are regular evaluations that provide feedback on progress and areas that need improvement. Anggraeni (2021) identified several key indicators of career development, namely mentoring, coaching, job rotation, and promotion opportunities. Mentoring and coaching involves guidance from a more experienced boss or colleague to help employees achieve their career goals. Job rotation allows employees to gain a variety of skills through experience in various positions. Promotion opportunities include policies and practices that support promotions for employees who meet the criteria. Meanwhile, Yuniarti (2021) emphasizes the importance of career planning, individual development programs (IDPs), and alignment of personal and organizational goals as indicators of career development. Career planning is a process that helps employees plan their career paths systematically. Individual development programs include personalized plans for the development of skills and knowledge. Alignment of goals ensures that an individual's career goals align with the organization's vision and mission.

Susanto (2022) stated that career development indicators include the development of technical skills and soft skills, access to learning resources, and recognition and awards. Technical skills and soft skills development includes training in specialized fields as well as the development of interpersonal and leadership skills. Access to learning resources includes the availability of

learning materials, online training, and workshops. Recognition and rewards include an appreciation system for employees who demonstrate significant progress in their career development. According to Wijayanti (2023), career development indicators are self-evaluation, feedback from superiors and colleagues, and opportunities for special projects. Self-evaluation allows employees to independently assess their abilities and skills. Feedback from superiors and colleagues provides an external perspective that is useful for improvement. Opportunities for special projects provide employees with a unique experience that can enhance their abilities and prepare them for greater responsibility. The opinions of these experts show that career development indicators cover various aspects that aim to comprehensively improve employees' skills, knowledge, and abilities, as well as create a work environment that supports sustainable career growth

Location of Duty

Priyono (2019) stated that the location of the place of duty has a significant impact on employee motivation and performance. According to him, factors such as accessibility, cost of living, and supporting facilities at the location where the duty is located must be considered. Strategic locations with easy access and complete facilities tend to increase job satisfaction and employee productivity. Purnamasari (2020) emphasized the importance of comfort and safety at the location of the duty site. He argues that a safe and comfortable work environment, including the availability of good transportation and a supportive environment, can increase employee satisfaction. A location close to the city center or commercial area can provide additional advantages for employees. Yuniarti (2021) explained that the location of the place of duty has an effect on employee retention. According to him, employees tend to be more loyal and stay in the company if their work location meets expectations in terms of comfort, facilities, and accessibility. Companies need to conduct regular site surveys to ensure that the location continues to meet the needs of employees.

Susanto (2022) highlights the importance of adjusting compensation based on the location of the place of duty. According to him, employees who are placed in locations with high living costs must get additional compensation to cover these costs. Remote or underdeveloped locations require additional incentives to attract and retain qualified employees. According to Wijayanti (2023), local culture and social environment affect employee performance. He stated that employees will be more productive if they feel welcome and comfortable with the local culture and social environment in their place of work. The importance of companies to facilitate employee adaptation to the new environment, including through orientation programs and social support.

These opinions show that the location of the assignment site affects various important aspects of HR management, including employee motivation, satisfaction, performance, retention, and well-being. Factors such as comfort, safety, accessibility, cost of living, local culture, and compensation adjustments should all be considered by companies to create an optimal work environment and support employee productivity.

Priyono (2019) highlights several important indicators of the location of the duty place, namely accessibility, supporting facilities, and cost of living. According to him, accessibility includes ease of transportation to and from the work site, while supporting facilities include health, education, and recreational facilities available around the work site. The cost of living is another important indicator that must be taken into account in determining the location of the duty site. According to Purnamasari (2020), comfort and safety are the main indicators of the

location of the duty place. Comfort includes a healthy and noise-free work environment, as well as the availability of adequate facilities and infrastructure. Security includes the level of security around the job site, including the risk of crime and natural disasters.

Yuniarti (2021) emphasizes proximity to essential services and community integration as indicators of the location of the duty place. Proximity to essential services includes quick access to hospitals, schools, and shopping malls. Community integration includes how employees can blend in and adapt to the local community around the job site. Susanto (2022) highlights compensation adjustments based on location and access to technology as key indicators. Compensation adjustments are important for locations with high cost of living or remote areas. Access to technology includes the availability of the internet and adequate communication facilities to support employee productivity.

Wijayanti (2023) states that local culture and social environment are the main indicators. Local culture includes norms and values that apply in the workplace that can affect employee comfort and adaptation. The social environment includes social relationships and community networks that can support employee well-being and satisfaction at the new workplace.

Conceptual Framework

Based on the review of the results of previous research and looking at the relationship between research variables consisting of training, job promotion, mutation, job satisfaction and work performance, the conceptual framework of this research can be described as follows:

Figure 1

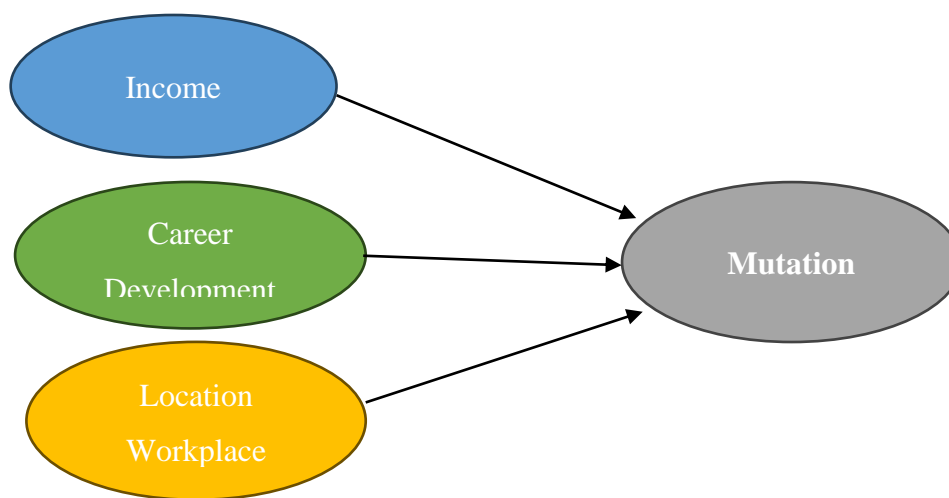


Figure 1: Conceptual Framework

Hypothesis

- Hypothesis 1: It is suspected that income has a significant effect on the mutation of civil servants in government agencies in East Luwu Regency.
- Hypothesis 2: It is suspected that career development has a significant effect on the mutation of civil servants in government agencies in East Luwu Regency.

- Hypothesis 3: It is suspected that the place of duty has a significant effect on the mutation of civil servants in government agencies of East Luwu Regency.

Methodology

The type of research conducted is explanatory research using a quantitative approach. This research was carried out at the Office of the East Luwu Regency Human Resources and Development Agency (BKPSDM). Data was obtained based on the List of Mutation Applications for Civil Servants (PNS) to the East Luwu Regency Government from 2022 to 2024, totaling 71 people. Data was collected through questionnaires that had been tested for validity and reliability. Data analysis to test the hypothesis using the variation-based Structural Equation Model (VB SEM). Data processing using the help of the Smart PLS application 3.2.9.

Result

SEM Model Validity and Reliability Test

The analysis was carried out to determine the influence between variables in this study using variance-based Structural Equation Modeling (VB-SEM) analysis with the help of SmartPLS 3.3 software. Before the SEM model is used to estimate the variables analyzed, it is first necessary to know the validity and reliability of the resulting SEM model.

Model Validity and Reliability Test

The validity test used to assess the validity level of the VB-SEM model in this study is the validity of Convergen. There are two ways to determine the validity of the SEM model with convergent validity techniques, namely looking at the outer *loading* value (Loading factor) and the Average Variance Extracted (AVE) value.

The required factor loading value is >0.7 . In the validity test carried out, it is known that all indicators have a value of >0.7 . The SEM model that has been declared valid is presented in figure 2 and table 1.

Gambar 2. Outer Model PLS-SEM

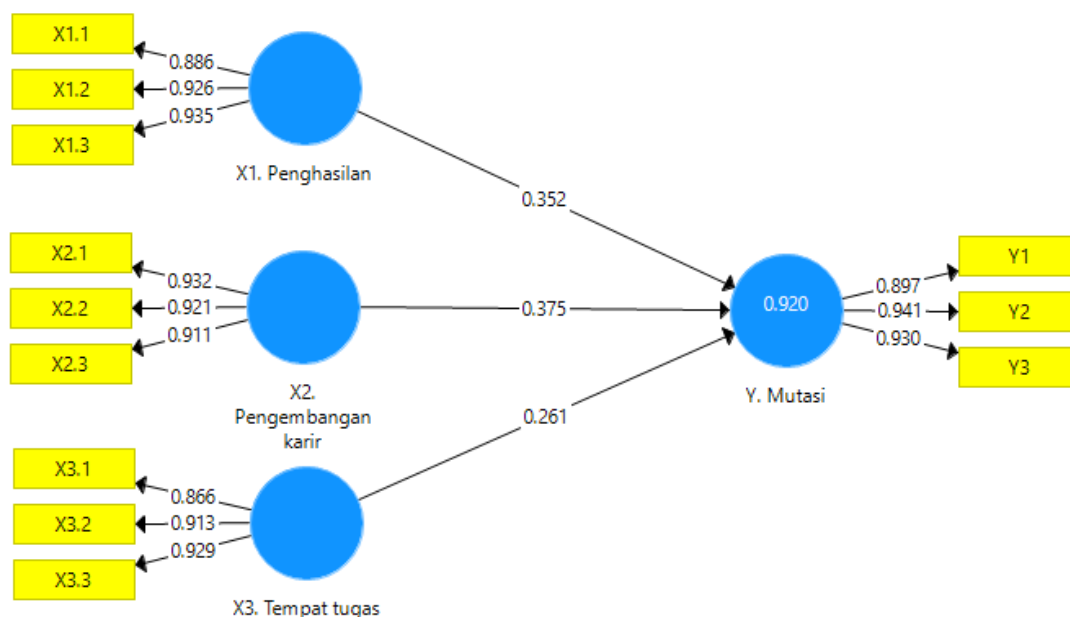


Table 1. Validity and Reliability of the PSL-SEM Model

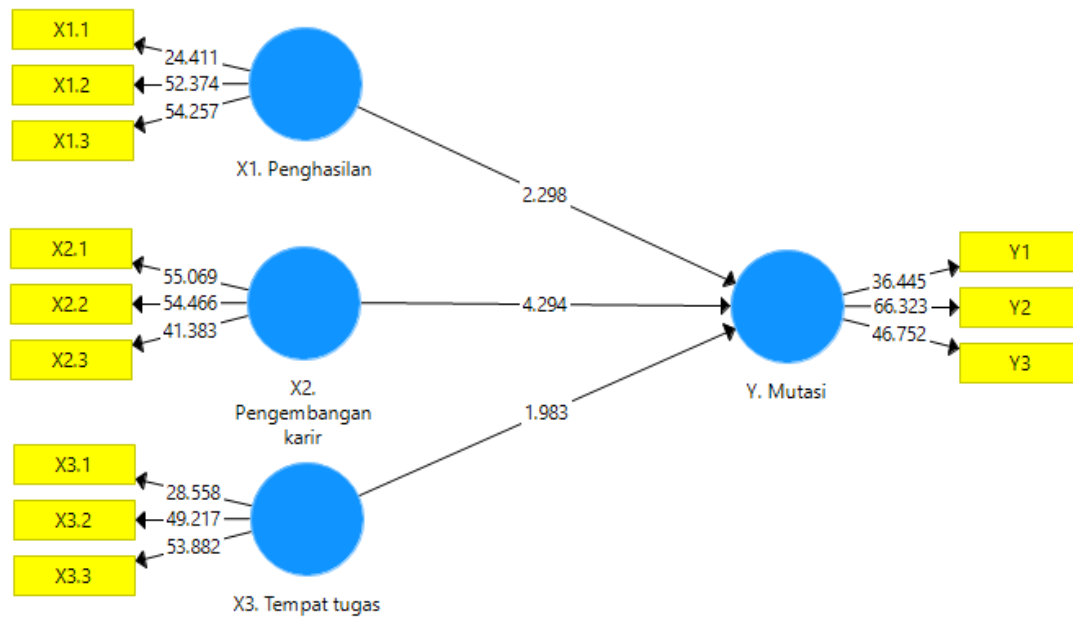
Variable	Indicator	Loading factors	Cut off Value	AVE	Validity	Cronbach's Alpha	CR	Reliability
X1	X1.1	0.886	0.7	0.839	Valid	0.904	0.940	Reliable
	X1.2	0.926	0.7		Valid			
	X1.3	0.935	0.7		Valid			
X2	X2.1	0.932	0.7	0.849	Valid	0.911	0.944	Reliable
	X2.2	0.921	0.7		Valid			
	X2.3	0.911	0.7		Valid			
X3	X3.1	0.866	0.7	0.816	Valid	0.887	0.930	Reliable
	X3.2	0.913	0.7		Valid			
	X3.3	0.929	0.7		Valid			
And	Y1	0.897	0.7	0.852	Valid	0.913	0.945	Reliable
	Y2	0.941	0.7		Valid			
	Y3	0.930	0.7		Valid			

The value that measures the validity of the SEM model based on Average Variance Extracted (AVE) is >0.5 . Based on Table 1, the AVE values for all variables observed in this study >0.5 so it can be said that all variables are valid and can be used to test the SEM model.

Reliability is a measure of the consistency of indicators in measuring their variables. The values used to determine the level of reliability of the SEM model are Composite Reliability (CR) and Cronbach's Alpha. This type of reliability serves to determine the internal reliability level of variable indicators. The standard value of Cronbach's Alpha is a variable so that it is declared reliable is >0.6 , while the standard value for Composite Reliability is >0.7 . Therefore, based on table 1 above, it is known that all variables have a Cronbach's Alpha value of >0.06 and a Composite Reliability value of >0.7 so that it can be stated that the analyzed SEM model is reliable.

Variable Influence Analysis and Hypothesis Test

SEM analysis aims to test the magnitude of the influence of independent variables on dependent variables. The SEM model results of the analysis of the influence between variables are shown in Figure 3 below.

Figure 3. Influence between Variables

The analysis of the influence of the variables analyzed in this study is the influence of income, career development, and place of duty on mutation. The magnitude of the influence of these variables is shown in Table 2.

Table 2. The Influence Of Income, Career Development, And Place Of Duty On Mutation.

Influence between variables	T Statistics	T Table	P Values	Cut off P value
X1. Income -> Y. Mutation	2.298	1.67	0.022	0.05
X2. Career development -> Y. Mutation	4.294	1.67	0.000	0.05
X3. Assignment -> Y. Mutation	1.983	1.67	0.048	0.05

Based on Table 2 above, hypothesis tests can be carried out as follows:

Hypothesis 1: It is suspected that income has a significant effect on the mutation of civil servants in government agencies in East Luwu Regency. The results of the statistical T analysis obtained a calculated t-value = 2,298 > t table = 1.67 with a P Value of 0.022 or smaller than the *Cut off Value* of 0.05. This means that the income variable has a significant effect on the mutation of civil servants in East Luwu Regency government agencies. So it can be stated that hypothesis 1 is accepted.

Hypothesis 2: It is suspected that career development has a significant effect on the mutation of civil servants in government agencies in East Luwu Regency. The results of the statistical T analysis obtained a calculated t value = 4,294 > t table = 1.67 with a P Value of 0.000 or greater than the *Cut off Value* of 0.05. This means that career development has a significant effect on the mutation of civil servants in East Luwu Regency government agencies. So it can be stated that hypothesis 2 is accepted.

Hypothesis 3: It is suspected that the place of duty has a significant effect on the mutation of civil servants in government agencies of East Luwu Regency. The results of the statistical T analysis obtained a calculated t value = 1,983 > t table = 1.67 with a P Value of 0.048 or smaller than the *Cut off Value* of 0.05. This means that the variable of the place of duty has a significant effect on the mutation of civil servants in government agencies in East Luwu Regency. So it can be stated that hypothesis 3 is accepted.

Shared Influence

The joint influence of the variables analyzed in this study is the influence of variable X (income, career development, and place of duty) equally on the mutation variable (Y).

Table 3. Co-influence

Mutual influence of X on Y	R Square
Y. Mutation	0.920

Based on table 3, it is known that income, career development, and place of duty together affect mutations by 92 percent, while 8 percent are influenced by other factors that are not observed in this study.

Discussion

The Effect of Income on Mutation

The results of the study show that income has a significant effect on the mutation of civil servants in government agencies in East Luwu Regency. Income has a significant influence on employee mutations, especially in the context of how employees rate their job satisfaction and motivation. When employees feel that the income they receive is not commensurate with the workload or not enough to meet their living needs, they may be more likely to look elsewhere for opportunities that offer better compensation. This can trigger mutations, either voluntarily through transfer requests, or indirectly through a decrease in performance that ultimately affects the decision of mutation by management.

On the other hand, competitive and adequate income can be a strong holding factor, reducing employees' desire to move and increasing their loyalty to the agency. Employees who feel financially valued tend to be more motivated and committed to their work, which can reduce the rate of mutation and organizational stability.

However, keep in mind that income is not the only factor that affects employee mutations. Other aspects such as the work environment, career development opportunities, and relationships with employers also play an important role in an employee's decision to stay or leave their position. Therefore, it is important for organizations to consider these various factors in an effort to maintain stability and manage employee mutations effectively.

Some of the previous research results are in line with this study, including research Stone & Deadrick (2015) which found that In recent research, inadequate compensation was identified as the main reason for job transfer. Employees who feel underestimated in terms of their salary tend to look for positions elsewhere that promise better financial rewards. Chen & Fulmer (2018) stated that Performance-based pay differentials and perceptions of inequities in

compensation structures are the main drivers for employees requesting job transfers. The desire to earn a fair salary and reflect one's performance and contributions can lead to the search for a better-paying role. In addition, research Bamberger & Belogolovsky (2017) shows that Employees often request mutations due to dissatisfaction with their current salary. Transparency in payroll administration can highlight disparities and inequity, thus encouraging employees to seek work with more competitive compensation packages. Conroy, S. A., & Gupta, N. (2020) in their research found that In an environment with a high power gap, dissatisfaction with performance-based payment schemes can cause employees to make job transfers. Employees are looking for positions that offer a fairer and more predictable compensation structure. Furthermore, Shields, et al. (2017) found that Compensation remains an important factor in job transfer decisions. Employees often leave their current positions to get a role that offers better pay and benefits, especially when they consider their current salary insufficient or unfair. Last (Nugroho & Soliha, 2023) Stating that Performance Allowance has a positive effect on employee performance.

The Effect of Career Development on Mutation

The results of this study show that career development has a significant effect on the mutation of civil servants in government agencies in East Luwu Regency. Career development for employees in government agencies is essential to ensure that the human resources in the organization continue to grow and are able to face increasingly complex challenges. With a career development program, employees can improve their competencies and skills, so that they are better prepared to take on greater responsibilities and contribute more effectively to the achievement of organizational goals.

In addition, career development can also increase employee motivation and job satisfaction. When employees feel that they have the opportunity to grow and advance in their careers, they tend to be more enthusiastic about carrying out their duties. This in turn will increase the productivity and quality of services provided to the community. Career development is also important for maintaining organizational sustainability. By preparing competent and experienced cadres, government agencies can ensure that they have future leaders who are ready to manage the organization effectively. As such, career development programs are an essential long-term investment for the continuity and success of government agencies.

The results of this study are in line with the findings Prince (2005) in research on charismatic development. The results of the study showed that the career-focused mutation process was positively related to the satisfaction of career development and organizational support felt by employees. Kasdorf & Kayaalp (2022) stated that career development is effective in reducing turnover and increasing job satisfaction. Meanwhile, Digest (2019) emphasized that the positive relationship between career development and work performance can be strengthened if the career development process becomes a shared responsibility between employees and the organization. According to Baskin (2023), the lack of career development opportunities is the main reason employees leave their jobs. These studies show that career development plays an important role in an employee's decision to apply for a mutation. By offering clear and supportive career development opportunities, organizations can increase employee satisfaction and retention.

Workplace Influence on Mutation

The results of the study show that career development has a significant effect on the mutation of civil servants in government agencies in East Luwu Regency. The location of residence has

a significant influence on the employee's mutation decision, especially in terms of convenience, time, and costs incurred for travel to work. Employees who live far from the office often face challenges such as traffic jams, long travel times, and high transportation costs. This can lead to fatigue and stress, which ultimately affects their performance and job satisfaction. Employees who feel that their location is too far from the office may be more likely to seek mutations to a work location closer to home, or even consider moving to another agency that is more accessible. This is especially true in big cities where distance and congestion can greatly affect the quality of daily life.

The location of the employee's residence plays a crucial role in preventing employee mutations in an organization. When the distance between home and work is too far, employees often face a variety of challenges that can affect their productivity and well-being, such as fatigue from long commutes, high transportation costs, and lack of time for personal or family activities. All of these factors can contribute to an increased desire to find a work site closer to home, which ultimately drives mutations. On the other hand, employees who live close to the workplace usually enjoy shorter and easier commutes, which can improve the balance between work and personal life. They tend to be more satisfied with their work situation and less interested in looking for mutations, unless there are other factors driving the change. Therefore, organizations need to consider the location of employees' residences when planning mutation and placement policies. Providing flexibility such as remote work options or adjusting working hours can also be a solution to reduce the negative impact of the location of residence on employee mutations.

The results of this study are in line with the opinion of the Oyster HR Team (2023) that an unstrategic or inconvenient location can be the main reason for employees to apply for a mutation. The same thing was also conveyed by Globalization Partners (2021), that significant changes in work location often affect employees' decisions to apply for mutations due to cultural differences, the need for family support, and adjustment to a new environment. In addition, the Velocity Global Team (2023) stated that the existence of facilities and support in the new location is also a factor that affects employee mutation applications.

Implication

Theoretical Implication

This study enriches the literature on the influence of income, career development, and residence location on the entry mutation of local government employees. These findings provide valuable insights into the factors that influence employees' decisions to stay or relocate, as well as the strategic steps that can be taken to manage and retain a quality workforce.

The findings of this study can be used as a basis for the development of a more comprehensive theoretical model on how to manage employees in government agencies. Future researchers can develop more complex models by taking into account other variables such as motivation and leadership.

Practical Implications

The local government and the East Luwu Regency Personnel and Human Resources Development Agency need to formulate guidelines for organizations to develop effective policies and strategies in retaining the workforce. The policy includes periodic salary adjustments, the provision of performance-based bonuses, and additional benefits can increase

employee financial satisfaction. Additionally, transparency in payroll and rewards policies can increase a sense of fairness and loyalty, reducing employees' desire to seek opportunities elsewhere. In addition, organizations can offer ongoing training, mentoring programs, and clear and structured career paths. Investing in employee skill development not only improves their competence but also gives them a sense of belonging and better future prospects within the organization, which can reduce turnover. Organizations can also implement work flexibility policies, such as remote work or hybrid work, to reduce the impact of travel on employee well-being. In addition, providing support such as transportation subsidies or relocation assistance for employees who have to move due to work can improve their comfort and lower the risk of mutation.

Conclusion

This study aims to analyze the influence of income, career development, and place of duty on the mutation of civil servants in government agencies of East Luwu Regency. Based on the analysis of data and research findings, it can be concluded:

Income is a key factor in an employee's decision to stay or move away from an organization. A competitive and fair income not only meets the basic needs of employees but also serves as a key motivator that influences their job satisfaction and loyalty. When employees feel that the compensation received is proportional to their contributions and workload, the desire to find another job decreases, which ultimately lowers the employee's mutation rate.

The opportunity to grow and advance in a career is an important factor in retaining employees. When an organization provides a clear career path, relevant training, and opportunities to improve skills, employees feel valued and more motivated to stay with the organization. Effective career development increases job satisfaction and provides employees with better future prospects, which significantly reduces their desire to seek opportunities elsewhere.

Workplace distance and accessibility play a crucial role in an employee's decision to stay or move away from an organization. Employees who live far from work or face difficulties in their daily commute are likely to experience burnout, stress, and dissatisfaction that can trigger the desire to find work closer to home or that offers greater work flexibility.

After the research is carried out, it can be stated that the purpose of this research can be achieved. The limitation of this study, which is only focusing on the Influence of Income, Career Development, and Location of Duty Place on Civil Servant Mutation in East Luwu Regency Government Agencies, has not discussed the impact of the implementation of Civil Servant Mutation in the East Luwu Regency Government. On this occasion, the author suggests that in the implementation of the mutation of civil servants in the East Luwu Regency Government through selection so that civil servants who enter the East Luwu Regency Government according to the needs of Position Analysis and Workload Analysis in the work units within the scope of the East Luwu Regency Government.

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