

An Analysis Of Employee Mutation At Personnel And Human Resources Empowerment Agency In Jeneponto District

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Abstract: An Analysis Of Employee Mutation At Personnel And Human Resources Empowerment Agency In Jeneponto District Is A Qualitative Research Through Phenomenology Approach. The Research Findings Indicate That A Mutated Employee Is Given An Opportunity To Improve And Develop His Quality And Quantity, As Well As His Career To Be More Advanced. The Activity Of Mutation Can Also Eliminate Saturation In Carrying Out Job Tasks And Switch To A New Working Environment. It Is Also Intended To Assure Employees' Confidence That The Involved Management Is Paying Great Attention To Self-Development Or Compensation That Must Be Provided For The Employees.

Keywords: Mutation, Empowerment, Apparatus, Policy, Employee

Date of Submission: 22-03-2018

Date of acceptance: 07-04-2018

I. BACKGROUND

Development Is Essentially An Awareness Or Repentant To Undertake Improvement Activities, Establish, Even Foster And Increase Efforts That Leads To A Better Situation Accompanied By High Spirit, Willingness, And Determination Which Is Also Aimed To Carrying Out Activities That Are Improving And Increasing Indonesians' Welfare In General.

The Aim Can Be Achieved If National Development Is Implemented Thoroughly Within Human Resources And Non-Human Resources, Along With Whole Sectors Development Which Is Planned, Directed, Gradual, And Sustainable. One Of Those Is The Development Of Human Totality. In This Case, The Development Success Depends On The Human Aspect As A Leader, Executor, And Manager Of Existing Resources In The Country Or None Other Than *Civil Servant* (PNS), Especially For Personnel And Human Resources Empowerment Agency In Jeneponto District As The State Apparatus Or Main Supporter Of The Government To Implement National Development. The Smooth Implementation And Realization Of National Development In Government Mainly Depends On The The Success Of State Apparatus Either At Central Or Regional Area. In Order To Achieve The National Goals As Mentioned Above, It Is Necessary To Have Civil Servants With Full Of Willingness And Obedience To *Pancasila*, The 1945 Constitution, The Country And Government Which Is United, Good Mentality, Authoritative, Powerful, Clean, High Quality And Be Aware Of Responsibilities As An Element Of The State Apparatus, State Servant, And Public Servant.

The Implementation Of Work Mutation Is Often Misinterpreted As A Punishment Or Assumed To Have A Good Relationship Between Superior And Subordinate. In Its Process, It Should Be Completely Based On An Objective Assessment And The Index Of Achievements Attained By The Employees Considering The System Of Awarding Mutation Which Is Meant To Provide Opportunities For The Civil Servants To Develop Their Potential. It Appears That Mutation Is A Form Of Increased Leadership To Subordinates, As An Addition To Internal Attention Or An Effort To Improve Services To Society Which Becomes The Most Important Part In All Movements Within The Scope Of Government Works. Similarly Happens In Other Governmental Instances Including Regional Sectors.

Pursuing This Further, The Opportunity To Occupy A Position Is A Separate Issue Faced By An Employee. Some Employees Have Better Opportunity For Achieving A Position And Some Others Are Not That Lucky. A Position Held By A Civil Servant Depends On Rank And The Issue Of Their Work Achievements. Actually Their Position Also Supports Them To Get Acquaintance With Higher Functionaries. These Functionaries Are In Control Of The Decision, That Is Why When A Civil Servant Is Close To Them, They Will Have The Opportunity To Occupy A Higher Position And Even Obtain What They Want.

In Line With That, A Policy Issued By A Regional Head To Arrange Leader And Staff Changes In A Government Institution Are Oftenly Misinterpreted As Punishment. The Word Punishment Dominates When Responding To The Changing Of The Head Of Department Or Agency. Not Only That, Low-Level Employees Are Sometimes Not Escaped From The Decision Of Regional Head To Quit Their Position.

Some Functionaries Are Passive To The Rules. For They Who Completely Understand The Duties And The Meaning Of Oaths They Have Taken As Civil Servants (*PNS*) When Appointed To Serve The Community, They Will Respond It As Usual And Even Benefited By The Mutation. In Regard With This, Several Experts Argue Mutation As A Legal Process That Is Run Within The Government. "Mutation Is A Provision That Must Be Implemented. Government Regulation No.41 Year 2007 About Organization Of Regional Devises, Is One Of The Many Rules On Employment, In Which Also Regulates The Mechanism And Provisions Of Mutation. Therefore, They Also Add That Mutation Should Be Understood As An Advantage, Because Many Employees Benefit When Talking About A Career.

Those Experts Also Appraise That The Impression Of Punishment If A Functionary Or Staff Transferred From One Office Or Position To Another Is An Opinion That Can Not Be Proved For Its Validity. "What The Punishment Says When A Functionary Or An Employee Is Placed And Not In Accordance With The Rank Or Class He Holds. And This Is Also Not Easy For *Baperjakat* (Advisory Board Of Position And Rank). As Long As It Is Placed In Accordance With The Rank Or Class Of The Employee, There Is Nothing Wrong." Explained Them.

The Policy Of Mutation Is Very Normative. In The Matter Of That, The Policy Of The Regional Head In Carrying Out Mutation Is Recognized As An Absolute And Necessary Thing. If It Is Not Done, Then There Is Something Wrong In Managing A Region.

Mutation Is Indeed A Unique Event Within Civil Servants. On The Side Who Is Comfortable With His Position And Work Environment, Mutation Is A Torture. In The Same Case, For Some Civil Servants, Mutation Is An Advantage. The Reason May Due To Boredom Of Work Atmosphere And Having An Ambition To Get A New Challenge Or Position. Undoubtedly, The Word Mutation Is A Horrible Word To Be Heard By Governmental Functionaries Or Employees.

Another Thing That Makes Mutation As A Kind Of Punishment Begins From Various Opinions About The Scope Of Work. Generally, The Scope Of Work Is Sometimes Freely Translated By Society And Governmental Functionaries Or Employees. *Wetland* And *Dryland* Becomes Terms That Describe The Differences In The Workload And Opportunity Between One Agency To The Others. This View Raises Varied Interpretations Of Mutation.

Mutations Has Two Possible Meaning, That Is Vertical Promotion And Demotion. Promotion Is A Form Of Appreciation If Someone Has A Performance Above The Standards Of The Organization And Well-Behaved Which Is Manifested In The Form Of Career Raise. Thus, Those Who Get The Promotion Will Obtain Greater Task, Authority, And Responsibility. While Demotion Is A Penalty In The Form Of Decreasing Position Or Staying With Current Position But With Restraint Of Usual Benefit. This Is Conducted By A Leader If There Is An Employee Who Has Attended Training And Personal Coaching But Still Works Under Performance From The Standards And Misbehavior.

II. REVIEW OF RELATED LITERATURES

A. Employee Development

The Definition Of Employee Development Is An Attempt To Improve Theoretical Technical, Conceptual, And Moral Skill Of Employees In Accordance With The Needs Of Job/Occupation Through Education And Training. The Education Aims To Improve Theoretical, Conceptual, And Moral Skill, While Training Aims To Improve The Technical Skill Of Employment (Malayu Hasibuan, 2005).

Employee Development Is More Oriented In The Future And Tends To Concern About Education, Which Is To Improve A Person's Ability To Understand And Interpret Knowledge Rather Than Teaching Technical Skills. Accordingly, The Development Is More To The Growth Of The Employee's Personality, Not To The Improvement Of Technical Ability.

B. The Definition Of Mutation

In The World Of Employment, The Activity Of Labor Transferring From One Part To Another Is Not Regarded As A Confidential Activity. This Is Carried Out By Human Resources Management Who Is Responsible To Develop Performance Quality Of The Employees. It Is Because Not All Employees Who Are Placed On A Certain Section Will Fit With All Work Types And Environments. Perhaps This Is Because Their Ability And Quality Are Not In Accordance With The Demand Of Task And Work Given Or Less Conducive Environment, In The Sense Of Lack Of Work Spirit, Motivation, And Passion.

One Of The Follow-Ups Taken From The Assessment Results Of The Employee Performance Is Mutation. Due To The Assessment Of Employees' Achievement, It Will Discover Their Skill In Completing Job

Description Which Is Charged To Him. This Mutation Should Be Based On An Achievement Index By Related Employees.

By This Mutation, It Is Expected To Provide Proper Work Description, Characteristics, Environment, And Tools For The Employees So They Will Be Able To Work Efficiently And Effectively With The Position. Similar Terms With The Word Mutation Are Displacement, Transfer, And Job Rotation.

Mutation Is A Change Of Position/Occupation/Place/Work Done Either Horizontally Or Vertically (Promotion/Demotion) Within An Organization. Basically, Mutation Is Included In The Employee Development Function, Because It Aims To Improve Work Efficiency And Effectiveness Within A Company.

Mutation Is The Transfer Of Work From One To The Same Level Of Work. Usually, This Employee Mutation Is Not Accompanied By An Increase Of Salary, Responsibility, And Authority. It Is Done To An Employee In An Organization Aimed At Work Refreshment. The Action Is Conducted By Manager To Avoid Saturation, So That Those Employees Do Not Get Bored With Their Jobs. It Also May Occur At The Will Of The Leader Or The Employee's Request. However, Most Mutations Are Made To An Employee At The Will Of The Leader Based On The Work Assessment.

C. The Basis Of Mutation

There Are Three Basics/Foundations Of Employee Mutation Which Known As Merit System, Seniority System, And Spoil System.

a) Merit System

Merit System Is An Employee Mutation Which Based On A Scientific And Objective Basis With The Result Of His Work Performance. Merit System Or Career System Is A Good Mutation Base Because Of:

1. The Increased Output And Work Productivity;
2. The Increased Work Motivation;
3. The Decreased Of Number Of Work Errors;
4. Better Work Attendance And Discipline;
5. He Decreased Of Number Of Work Accidents.

b) Seniority System

Seniority System Is A Mutation Based On Working Duration, Age, And Work Experience Of The Employee Concerned. This Mutation System Is Not Objective Because The Skill Of The Mutated Employee By Seniority Is Not Surely Be Able To Occupy A New Position.

c) Spoil System

Spoil System Is A Mutation Based On The Foundation Of Kinship. This Mutation System Is Poor Because It Is Based On Likes Or Dislikes.

D. The Scope Of Mutation

The Scope Of The Mutation Covers All Changes Of Position/Job/Place Of Employee, Either Horizontally Or Vertically (Promotion Or Demotion) Which Is Made For Personal Transfer Or Production Transfer Within An Organization.

This Mutation Is The Employee Replacement To A New Place Or Position So That His Ability And Work Skill Will Be Improved.

a) Horizontal Mutation (Job Rotation/Transfer) Means As A Change Of Place Or Position Of Employee But Still On The Same Rank Within An Organization. It Includes Place And Position Mutation:

- 1) Place Mutation (Tour Of Area) Is A Change Of Workplace Without Changing Rank/Position/Class. The Reason Is Because Of Boredom Or Unsuitable In A Place Due To Health Issue Or Bad Association;
- 2) Position Mutation (Tour Of Duty) Is The Change Of Position Or Placement In The Former Position;

b) Vertical Mutation Is The Change Of Position/Rank/Occupation, Either Promotion Or Demotion, So That The Obligation And Authority Are Also Changed. Promotion Enlarges Authority And Responsibility, While Demotion Reduces The Authority And Responsibility Of An Employee. In Other Words, Promotion Means Raising The Position Or Rank, While Demotion Is Reducing The Position Or Rank Of An Employee. Law No. 5 Year 2014 On ASN Which Has Been Ongoing Since It Was Established Two Years Ago Is A Basic Legal For Central And Local Government In Applying The Policy Of Employee Management, Especially In The Process Of ASN Mutation. The Implications Of This Is Employees Will Be Forced To Be Well-Prepared In Encountering Changes Which Certainly Needs A Strong Commitment. The Commitment Must Be Inherent In Any ASN Employee Who Is Haired By His Status As A Servant Of State And Society.

Furthermore, The Process Of Mutation (Appointment And Dismissal) In Structural And Functional Position Should Refer To Law On ASN, As Well As Other Applicable Regulations. In Law On ASN, It Is Explained That Civil Servants Are Employees Of ASN Who Are Stipulated As Permanent Employees By

Personnel Constructor Officers With National Registration Number. Equally Important, Article 68 On The ASN Law Which Governing The Management Of ASN Confirms That Civil Servants May Move Between Senior Management Position, Administrative Position, And Functional Position At Central And Local Government Agencies Based On Qualification, Competency, And Performance Appraisal. Thus, It Should Be Underlined That ASN Employee Mutation In Both Structural And Non-Structural Position Should Be Placed On The Basic Principle Of *The Right Man In The Right Place*.

The Policy Of ASN Employee Mutation Needs To Create A High Neutrality And Based On A Merit System (An Employee Appointment Based On Skill). In A More General Concept, An Employee Mutation Is Expected To Encourage And Create The Implementation Of Bureaucratic And Good Governance Reformation At Regional Government Level. It Is Due To Bureaucratic Reformation Which Has The Goal Of Changing The Structure, Behavior, And Existence Or Old Habits, Especially In Structuring Personnel System And Management. Paul Pigors, Charles A. Myers, And Thomas G. Spates Argue That Personnel Administration Is A Way Or Procedure On How To Organize And Treat People Who Work In Such A Way That Each Of Them Gets The Most Out Of His Ability, Thus Obtaining Maximum Efficiency For Himself And His Group. In Addition, For Firms, Where They Become One Part That Determine Competitive Advantage And Optimum Result (1961: 12).

According To Lawrence A. Appley, Management And Personnel Administration Is One Thing And Indistinguishable From One Another. Personnel Administration Is Initially A Part Of Scientific Management, Especially In Relation To Employment, Examination, Placement, Wage Determination, And Work Assessment. A Good Management Means Acquiring Effective Result Through People. Managers Who Manage To Get People To Work With, Not Because They Have Power Over Them And Can Command To Carry Out The Work They Want, But Because They Are Leaders Who Are Loved By Their Subordinates, So These People Love To Work Hard And Give The Best. Receiving Sincere Cooperation From Subordinates Is A Matter Of Management.

Management Provides Clear Instructions And Effective Exercises, So Employees Will Have Skill And Are Capable Of Doing What Is Expected. It Constantly Monitors The Work Results Of The Subordinates And Tells Them How They Should Work. It Must Continuously Reach For Better Work Results By Forcing, Inviting, Encouraging, And Motivating. From This Description, It Is Clear That Personnel Management Is Similar With Personnel Administration (1961:6).

In The Administrative Dictionary, Personnel Administration Is Defined As All Activities Related To The Problem Of The Use Of Human Labor In A Cooperative Effort To Achieve A Certain Goal (1968: 195). The Activities Of Personnel Administration Mainly Revolve Around Acceptance, Development, Remuneration, And Dismissal.

III. RESEARCH METHODOLOGY

Based On The Type Of Research Which Uses Qualitative Research Methods Through Phenomenology Approach, The Data Source Includes Primary And Secondary Data Source. The Techniques Of Data Collection Used Are Individual Interview, Participant Observation, And Documentation. While The Data Validation Is Conducted By Observation Extension, The Researcher Improves Persistence In Observation, Interview, And Source Triangulation (Transferability, Dependability, And Confirmability). The Data Are Obtained Through Observation, In-Depth Interviews, And Documentation That Will Be Analyzed Qualitatively. All The Collected Data Will Be Arranged Systematically. While The Data Obtained Through Observation Will Be Analyzed Intensively Over All Observations And Direct Testimony.

IV. DISCUSSION

A. The Impact Of Employee Mutation At Personnel And Human Resources Empowerment Agency In Jeneponto District, South Sulawesi Province

The Policy Of Employee Mutation Is One Of The Most Fundamental Functions Of State Personnel System Management At Both Central And Local Government Level. However, Mutation Of ASN Employees In Various Local Government Agencies In Indonesia Oftenly Encounters Many Problems.

Occasionally, Mutation Does Not Fit With The Evaluation Of The Various Needs Of The Employees' Performance. Even It Is Made Only Because Influenced By Certain Political Interests Without Any Significant Impact In Improving The Performance Quality And Public Services Of ASN Employees. In Addition, The Implementation Of This ASN Employee Mutation Policy Still Mostly Uses The Old Paradigm Or Mindset By Relying On Patronage System (An Employee Appointment Based On The Personal Relationship Between The Authorized Party And The Appointee).

Some Local Government Institutions Are Not Considered Capable Of Creating A Neutrality In Implementing The Policy Of ASN Employee. Referring To The Instruction Letter Of The Minister Of Home Affairs Number 820/6040/SJ, It Is Stipulated That The Acting Regional Head Is Prohibited From Conducting

Mutation Of Employees Without The Written Approval Of The Minister Of Home Affairs. In Addition, The Letter Of The Head Of The State Personnel Agency (BKN) Number K.26-30/V.100-2/99 Also Stipulates That Acting Regional Head Has No Authority To Take Or Determine The Decisions That Have Civil Effect On The Employment Aspect, To Undertake A Mutation Of Personnel In The Form Of Appointment, Transfer, And Dismissal In/From The Position Of The State Civil Apparatus (ASN), Except With The Written Approval By The Minister Of Home Affairs.

In Response To The Instruction Letter Of The Minister Of Home Affairs And The Head Of *BKN*, It Is Expected That All Local Government Agencies Should Have Explicitly Understood The Intent And Purpose In Applying The Actual ASN Employee Mutation Procedure. The Mutation Of Employees Should Be More Effective And Efficient In Managing The Regional Employment System Based On The Needs And Terms Along With The Existing Rules. Local Government Agencies Should Be Aware And Strive To Be More Responsive To Face The Challenges Of Bureaucratic Reformation Especially In Creating The Quality And Capability Of Existing Employment Management, Rather Than Creating A Structured Setback When Implementing This Policy.

B. Mutation Referring To ASN Law

Law On ASN No. 5 Year 2014 Which Has Been Ongoing Since It Was Established Two Years Ago Is A Basic Legal For Central And Local Government In Applying The Policy Of Employee Management, Especially In The Mutation Process Of ASN Employees. The Implications Of This Law To Employees, That They Will Be Forced To Be Well-Prepared In Encountering Changes And Certainly Needs A Strong Commitment. The Commitment Must Be Inherent In Any ASN Employee Who Is Hailed By His Status As A Servant Of State And Society.

Furthermore, The Process Of Mutation (Appointment And Dismissal) In Structural And Functional Position Should Refer To Law On ASN, As Well As Other Applicable Regulations. In Law On ASN, It Is Explained That Civil Servants Are Employees Of ASN Who Are Stipulated As Permanent Employees By Personnel Constructor Officers With National Registration Number. Equally Important, Article 68 Of The ASN Law Which Governing The Management Of ASN Confirms That Civil Servants May Move Between Senior Management Position, Administrative Position, And Functional Position At Central And Local Government Agencies Based On Qualification, Competency, And Performance Appraisal. Thus, It Should Be Underlined That ASN Employee Mutation In Both Structural And Non-Structural Position Should Be Placed On The Basic Principle Of *The Right Man In The Right Place*.

The Policy Of ASN Employee Mutation Needs To Create A High Neutrality And Based On A Merit System (An Employee Appointment Based On Skill). In A More General Concept, An Employee Mutation Is Expected To Encourage And Create The Implementation Of Bureaucratic And Good Governance Reformation At Regional Government Level. It Is Due To Bureaucratic Reformation Which Has The Goal Of Changing The Structure, Behavior, And Existence Or Old Habits, Especially In Structuring Personnel System And Management

Several Causes Of Mutation Are Classified By Personal Request (Personnel Transfer) And The Transfer Of Productive Task (Production Transfers):

a. Personnel Transfer

The Mutation At Personal Request Is Conducted By Sole Discretion Of An Employee With The Consent Of The Organization's Chairman. Generally, It Only Transfers To Same Level Of Position Or Rank Into Another Section Or Place. The Same Level Of Rank Means That The Authority, Responsibility, And Remuneration Remains The Same.

The Way An Employee Submits A Request Can Be Done By Expressing His Reasons To The Organization's Chairman. Here Are The Following Reasons:

1. Health Issue: An Employee's Physical Performance Is Less Supportive To Carry Out The Work. For Example, If There Is An External Service, He Can Request For Mutation Into An Inner Service;
2. Family Issue: To Take Care For Elderly Parents;
3. Cooperation Issue: Cannot Cooperate With Other Employees Due To Quarrels Or Disputes.

b. Productive Transfer (ATP)

Productive Transfer (ATP) Is A Mutation By The Will Of The Company Leader To Increase Production By Placing The Employee Into Another Position Or Work In Accordance With His Skills.

ATP Is Based On The Results Of Employee Performance Assessment. Those Employees With Good Performance Are Promoted, While Those With Less Performance And Undisciplined Are Demoted.

Another Reason For Productive Transfer Is Based On Employee's Skill, Ability, Attitude, And Discipline. That Is Why ATP Usually Becomes As A Vertical Mutation (Promotion Or Demotion).

Paul Pigors And Charles Mayers Propose 5 Transfer Types: Production Transfer, Replacement Transfer, Versatility Transfer, Shift Transfer, And Remedial Transfer.

1. Production Transfer

Production Transfer Is To Horizontally Divert Employees From One Section To Another Because Having Labor Shortage In Other Sections While Production Will Be Increased. For Example, Commuting From *Toyota Kijang* To *Toyota Corolla* Section Because Toyota Corolla Production Will Be Enlarged.

2. Replacement Transfer

Replacement Transfer Is The Horizontal Transfer Of Long-Term Employees To Another Position For Replacing Employees With Short-Term Service Or Dismissal. It Occurs Due To The Reducing Activities Of A Company, So That Some Employees Must Be Dismissed And Only Employees Who Have Long-Term Service Remain Employed.

3. Versatility Transfer

Versatility Transfer Is To Horizontally Divert Employees Into Another Position/Occupation So That They Will Be Able To Manage With Other Fields Or Becomes An Expert In Various Fields. For Example, Mustika, A Management Lecturer, Was Assigned To Be A Marketing Lecturer.

4. Shift Transfer

Shift Transfer Is To Horizontally Divert Employees From One Team To Another With The Same Level Of Their Former Position. For Example, Elvijn May From The Afternoon Team Was Transferred To The Morning Squad.

5. Remedial Transfer

Remedial Transfer Is To Divert An Employee To Another Position, Whether The Work Level Is The Same Or Not At The Request Of The Employee Due To His Incapability To Cooperate With His Colleagues. For Example, Ali Is A Typist On The Data Collection. Due To His Incapability To Cooperate With Other Employees In That Section, He Applies A Request To The Dean Which Eventually Mutates Ali Into A Typist In Finance Section.

c. Mutation Approaches In Terms Of Time

These Approaches In Terms Of Time Is Known For Temporary And Permanent Transfer.

1. Temporary Transfer

Temporary Transfer Is To Divert Employees To Other Position/Occupation Either Horizontally Or Vertically Temporarily. Then After That, The Employee Will Be Placed Back On His Former Position. It Is Often Done Because A Functionary Or Official Is Absent Or Ill. In Order Not To Be Neglected, His Work Is Transferred To Another Employee Temporarily.

2. Permanent Transfer

Permanent Transfer Is To Divert An Employee To A New Position For A Long Term Until He Is Transferred Again Or Retired. The Employee Becomes The Office Holder Not As A Temporary Official. This Approach Is Executed At The Will Of The Company Leader To Mutate An Employee To A New Position Or Occupation.

d. Problems In Merit Rating And Mutation

Merit Rating Means As The Assessment Of Work Performance Adjustment Between The Implemented And The Original Plan.

In This Case, The Assessment Is Conducted When The Work Is Done Or The Work Is Still On Process. The Difference With Job Evaluation, What Is Assessed Here Is The Severity Of A Position (Before Implemented) For The Determination Of The Amount Of The Remuneration. Merit Rating Consists Of Initial And Periodical Appraisal (Final Assessment).

E. The Implementation Constraints Of Mutation

A. The Formation Of Position Is Not (Yet) Available;

B. The Influence Of Seniority;

C. Ethical Problem;

D. The Difficulty Of Setting Standards As The Criteria For Implementation.

The State Apparatus That Runs The Government In Implementing National Development Is The Main Supporter Of The Government. The Smooth Implementation Of Government And National Development Mainly Depend On The Perfection Of The Success Of State Apparatus Both At The Central And Regional Level. In Order To Achieve The National Goals As Mentioned Above, It Is Necessary To Have Civil Servants With Full Of Willingness And Obedience To Pancasila, The 1945 Constitution, The United State And Government, Good Mentality, Authoritative, Powerful, Clean, High Quality And Be Aware To Responsibility As An Element Of State Apparatus, State Servant, And Public Servant.

With The Government Regulation No. 43/1999 On Personnel Matters, And On The Authority Of Appointment, Transfer And Dismissal Of Civil Servants Which Is Governed By Government Regulation No. 96/2000, Both Laws Become The Guidelines For The Implementation Of Employee Mutation In Every Government Institution And Particularly In Labor Force Transmigration And Social Service Agency In District Area X.

According To Government Regulation No. 43/1999, It Is Said That Those Who Called As Civil Servants Are Having Met The Conditions Prescribed In The Applicable Legislation, Appointed By The Competent Authority And Assigned With Other Duties Under A Legislation And Paid Accordingly By The Applicable Legislation. To Achieve The Perfect Civil Servants (PNS) As Referred Above, They Need To Be Nurtured And Well-Developed. The Purpose Of The Guidance And Development (Fathoni, 2006: 194) Is Expected That Every Employee Who Is In An Organization Concerned Can Provide The Best Work Performance And To Actually Serve As A Producer Of Appropriate Work In Accordance With Organizational Goals, In Harmony Between Superior And Subordinate, And The Realization Of Loyal And Obedient Employees To Pancasila, The 1945 Constitution, The State And Government. All Of Those Are Intended That Employees Will Only Serve Based On The Interests Of State And Society, For The Realization Of A Clean And Authoritative Apparatus.

One Form Of Civil Servant Development Is Mutation As The Embodiment Of Organizational Dynamics Which Is Served As One Way To Achieve Organizational Goals. Mutation Can Not Be Separated From The Reasons To Reduce Employee's Work Boredom Or To Increase Employee's Motivation And Morale. In Addition, To Fulfill The Employee's Desire With Their Interest And Field Of Duties Respectively Where In Its Implementation Is Often Misinterpreted As A Punishment Or Based On The Deep Relationship Between The Superior And Subordinate. In This Execution, It Must Be Based On Objective Assessment And The Achievement Index Achieved By Employees Considering The Grant System Is Meant To Provide Opportunities For Civil Servants To Develop Their Potential. Employee's Morale Can Also Decrease If His Superior Does Not Pay Attention To The Interests Of Subordinates. This Will Reduce Their Motivation. Several Indicators Of Decreasing Motivation Include Low Productivity, High Employee Absenteeism, Low Wages, And So Forth. As A Result, It Will Certainly Affect The Morale Of Employees In An Organization.

Employment Mutation Activities Are Not Always Based From Human Resources Management, But Often Come From The Employee Itself. Human Resource Management Is Simply A Central Source Of Decision Making And The Determination Of All Policies Related To Employment Matters. Many Ideas Come From Employee Who Usually And Directly Handles The Operational Work. Therefore, Mutation Can Be Distinguished Into Two Sources, Such As:

C. Mutation On The Employee Request

Sometimes Employees Are Spontaneously Submit Their Request To Be Transferred Into Another Workplace Within The Organization. Various Issues They Often Point Out, For Example The Current Task Or Job Is Less Appropriate With Their Desire. Also, Less Exciting Work Environment And Other Reasons. Often, There Are Also People Who Want To Move To Another Workplace, But Lack Of Strong And Proper Issue On Their Request. By Its Characteristics, The Mutation On Employee Request Can Be Divided Into Two As Follows:

1. Long-Term Mutation

An Employee Is Moved To Another Place Or Status Of Employment In The Long Term While Its Nature Remains. This Activity Occurs Due To Several Possibilities, Such As A Replacement For The Deceased Worker, Those Who Quit The Company, Or May Be Promoted To A Higher Position.

2. Short-Term Mutation

An Employee Applies To The Management To Be Transferred Into Another Position Despite His Short-Term Nature. This Happens Because Of Several Reasons, For Example, The Employee Follows Education And Training Programs, Technical Meeting, Seminar, Leave, Sick, Vacation, Etc.

A. Mutation On Management Policy

A Discreet Human Resource Management Will Program These Activities, Both In Short And Long Term. In The Short-Term, It Is Usually Intended For Urgent Matter, While In The Long-Term, It Becomes As An Effort To Maintain Production And Organizational Continuity On A Macro Basis.

1. Long-Term Mutation

Employee Management Creates A Permanent And Long-Term Mutation Along With Task And Work Load Assigned. This Activity Arises Because Of Several Possibilities, Such As An Employee That Holds Certain Duties Passes Away, Resigns From The Company, Or Is Promoted To A Higher Position.

2. Short-Term Mutation

Employee Management Mutates Some Employees In Short Term, So By Setting A Period Of Time, They Will Be Returned To The Former Workplace And Employment Status. This Activity Arises Because Of Several Possibilities, Such As An Employee That Holds Certain Duties Suddenly Ill, Following Education And Training Program, Attending An Upgrading Program, Seminar, Workshop, Vacations, Etc. And There Is A Set Time Back To Work As It Should.

V. CONCLUSION

Mutation Is An Activity Related To The Process Of Transferring Functions, Responsibilities, And Employment Status To A Particular Situation With The Aim That The Relevant Employees Will Obtain Job Satisfaction Wholefully And Also Be Able To Provide Achievement And Maximum Work Contribution To A Company.

One Form Of Development Towards Civil Servants Is Mutation As The Embodiment Of Organizational Dynamics Which Is Served As One Way To Achieve Organizational Goals. Mutation Can Not Be Separated From Several Issues In Reducing Employee's Work Boredom And Increasing Employee's Motivation And Morale. Moreover, It Is To Meet The Desire Of Employees In Accordance With Their Interest And Respective Duties. It Can Also Be Intended To Ensure The Trust Of Employees That Management Gives Great Attention To Self-Development And Provides Compensation.-

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Farida"An Analysis Of Employee Mutation At Personnel And Human Resources Empowerment Agency In Jeneponto District" *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*. vol. 23 no. 04, 2018, pp. 01-08.