

## The Effect of Internal Mutation on Performance through Career Development and Work Motivation of Civil Servants at RSUD Nene Mallomo Sidenreng Rappang Regency

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### ABSTRACT

The purpose of this study was to determine, analyze, and describe the effect of internal mutation on career development, work motivation, and employee performance at RSUD Nene Mallomo Sidenreng Rappang regency, as well as to determine, analyze, and describe the effect of internal mutation on performance. A survey design with a quantitative approach was used in this study, while the research location was RSUD Nene Mallomo Sidenreng Rappang Regency where a sample of 140 employees was taken using a simple random technique from a population of 240 employees. The results showed that internal mutation directly had a significant positive effect on career development, work motivation, and employee performance at RSUD Nene Mallomo Sidenreng Rappang Regency. This study shows that the level of work motivation has a significant influence on improving performance, by motivating them to achieve goals and carry out their tasks more effectively. Internal mutation and career development, although still relevant, seem to have a more limited impact on influencing the performance of civil servants at RSUD Nene Mallomo Sidenreng Rappang Regency. Therefore, management strategies that focus on improving employees' work motivation may be considered more effective in improving the performance of civil servants.

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## **INTRODUCTION**

The government is the main player in efforts to reform and empower society. Government officials, as formulators and implementers of policies, must act as motivators and facilitators to achieve equitable development in all sectors, by prioritizing state interests above group or personal interests. The quality of implementing the duties and responsibilities of all stakeholders is very important in running the government system. Systems in government institutions must be designed in such a way as to achieve optimal performance and by community expectations. Through the researcher's preliminary survey, several problems that occurred at Nene Mallomo Regional Hospital, Sidenreng Rappang Regency with internal mutations were not properly considered, causing a skill gap between the previous tasks carried out by employees and their new tasks, not a few of these internal mutations resulted in confusion and loss of motivation, and decreased employee productivity, an unstable work atmosphere, and a lack of sense of belonging to the job, because employees feel that the investment of time and effort they make in a position is not appreciated. On the other hand, sometimes expertise is not taken into consideration so some employees feel they are not suited to new tasks or responsibilities.

Employees want them to be transferred to realize their career development at work and form work motivation, but what happens and is felt by some employees at Nene Mallomo Regional Hospital, Sidenreng Rappang Regency is that they are transferred without being followed by career development, while career development itself is an important aspect in management human resources that help employees to grow, develop and reach their maximum potential thereby realizing better performance. Career development is very effective in improving performance, in research (Muna, 2022), (Rusli et al., 2018), (Saehu, 2018) concluded that the better the career development, the better the performance.

## **LITERATURE REVIEW**

Internal employee mutation refers to the process of moving or shifting employees from one position or work unit to another position or work unit within an organization or agency. This mutation is generally carried out to increase organizational efficiency, meet the specific needs of a department, or provide new experiences to employees. Internal mutations aim to optimize human resource potential, reduce work boredom, and create a more dynamic work atmosphere. Internal transfer decisions can be influenced by factors such as employee performance, organizational needs, or individual career development. In many cases, organizations develop certain policies and procedures to regulate the internal transfer process so that it can take place fairly and transparently.

Mutation is a change in position/position/place/work carried out both horizontally and vertically (promotion/demotion) within an organization (Hasibuan, 2018). Mutation or transfer is the process of moving a person to a new position with the same level and compensation. Mutations can be carried

out internally, between departments, or between units within one parent company which are geographically located in different locations.

As stated (Priansa, 2016) who believes that career development is a series of separate work activities that are still a complementary, sustainable relationship and provide meaning to employees' lives. According to (Sutrisno, 2017) career development is personal improvements made to achieve a career plan. In other words, the company organization or leadership has prepared previous plans regarding what needs to be done to develop employees' careers while working.

Career development aims to improve and increase the effectiveness of workers' work implementation so that they are increasingly able to make the best contribution in realizing organizational goals. According to (Hernawaty, 2021), in terms of career development, there are three alternatives in the organizational treatment of employees, namely as follows:

- a. The organization needs to retain the original position for a certain period by providing appropriate rewards
- b. Organizations need to make it easier for workers in other positions horizontally (moving to positions at the same level) which is more relevant to increasing and improving the knowledge, skills, and attitudes experienced by workers.
- c. Organizations need to inform workers vertically (promotion or increase in rank/position) to fill a position that is structurally higher in position.

According to (Mangkunegara, 2020) motivation is an impulse that arises in a person that moves him to do something. Teachers who have high work motivation will always work hard to overcome all types of problems they face in the hope of achieving better results. According to (Terry, 2014) states that motivation can be interpreted as ensuring that someone can complete work with enthusiasm because he wants to do it. According to (Anoraga, 2019) motivation is said to be a need that drives actions towards a certain goal. Meanwhile, the definition of motivation is the giving or generating of motives. So work motivation is something that creates enthusiasm or encouragement to work. Therefore, the strengths and weaknesses of a worker's work motivation also determine the size of his presentation. (Manullang, 2018) defines "motivation as a state in a person's personality that encourages the individual's desire to carry out certain activities to achieve a goal.

## **METHODOLOGY**

Design is a strategy to achieve research objectives that have been implemented and act as a guide for researchers throughout the research process. This research uses a survey design by observing the behaviors that occur in a population group. The nature of this survey research is that there is no intervention.

This type of research uses a quantitative research approach, namely an objective research method that includes collecting and analyzing quantitative data and using statistical testing methods. In this research proposal, researchers conducted research at the Nene Mallomo Regional Hospital, Sidenreng

Rappang Regency, which is located on Jln. Wolter Monginsidi No. 24 Pangkajene Sidrap and this research lasted for 2 months (November 2023 to December 2023).

### **Population, Sample, and Sampling Techniques**

Population is a generalization area consisting of objects and subjects that have a certain number and characteristics determined by the researcher to be analyzed and then conclusions drawn. Based on the understanding above, the author can decide that the population is an object or subject located in an area and meets certain requirements related to the problem in the research. The population in this study were 240 Civil Servants at Nene Mallomo Hospital, Sidrap Regency.

The sample is a portion of the population quantity that reflects the entire population (Sugiyono, 2019). The sampling technique in this research uses a random sampling technique, namely random sampling with equal opportunities for all employees to be involved in the research. In the end, researchers succeeded in collecting sample data of 140 employees.

### **RESULTS AND DISCUSSION**

The initial step taken after the data was collected was to test the strength of the instrument in the form of a validity and reliability test. The validity test carried out in this research was using a validity test by considering the corrected item-total correlation value. Meanwhile, the reliability test carried out in this research uses a reliability test by considering Cronbach's alpha value. The following are the results of the data instrument test in this study:

Based on the table above, it can be seen that the questionnaire items used in the internal mutation variable are categorized as valid. The basis for making validity decisions used is a correlation value  $> 0.3$ . Where from the validity test results it is known that the correlation value is  $> 0.3$ . Then, the basis for making reliability decisions is based on Cronbach's alpha value if the value is above the threshold of 0.60 it is categorized as reliable, and in the data processing results the reliability value is found to be  $0.873 > 0.60$  so referring to the table it is known that The internal mutation variable is categorized as reliable.

This research succeeded in collecting 140 samples (respondents) obtained from the questionnaires distributed. After screening the data that had been collected, the researcher did not find any empty data or defective data so all the data in the study was categorized as good and could be processed. The following is a summary of the respondent profiles. Based on the table above, it is known that the majority of respondents are women. Women tend to provide better health services or feel more comfortable in this role. Some factors that may influence this perception include communication skills, empathy, and concern for others.

However, even though this was done and assessed well, based on the survey results of respondents' answers, it was found that the indicator for the quantity of work of employees at Nene Mallomo Hospital, Sidrap Regency is still low with an average value reaching 4.11, where employees have not been

able to optimally complete tasks according to the quantity. or a greater number of tasks assigned to them.

### **Data Analysis Results**

The path analysis test is used to test whether there is a direct and indirect influence that the independent variable has on the dependent variable. In this research, the direct effect test uses consideration of the regression estimation results. Meanwhile, the indirect test uses the estimated results of the Sobel test path estimation output 1 relationship between internal mutations and career development.

### **CONCLUSIONS AND RECOMMENDATIONS**

Based on the research results, it can be concluded that the variables of internal mutation, career development, and work motivation contribute positively and significantly directly to the performance of employees at Nene Mallomo Hospital, Sidenreng Rappang Regency. Likewise, internal mutations contribute positively and significantly to the performance of employees at Nene Mallomo Hospital, Sidenreng Rappang Regency through career development and work motivation. The work motivation variable gives the highest coefficient value, namely 0.337 compared to the development variable with a coefficient value of 0.329, and finally internal mutation with a coefficient value of 0.302. Meanwhile, indirectly, work motivation has greater value than career development. Thus, strategies that focus on increasing employee work motivation are considered more effective in improving the performance of employees at Nene Mallomo Hospital, Sidenreng Rappang Regency.

### **FURTHER STUDY**

This research still has limitations so further research needs to be done on the topic "The Effect of Internal Mutation on Performance through Career Development and Work Motivation of Civil Servants."

### **ACKNOWLEDGMENT**

Based on the conclusions of this research, the following things need to be recommended:

1. Regarding internal transfers, it is hoped that hospitals can better consider the nature of work by understanding employee needs and expectations so that placement in appropriate positions can provide job satisfaction and motivation for the employees themselves. Creating a work environment that supports the development and growth of employees in the hospital will be the key to successful internal transfers.
2. Regarding career development, hospitals can involve employees in structured training and development programs, with a focus on improving technical and managerial skills that are relevant to their current duties.
3. Regarding work motivation, hospitals should continue to strengthen the work motivation of their employees by improving the reward and recognition system for their contributions, providing awards regularly not

only increases employee motivation but also creates a positive culture of appreciation throughout the organization.

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