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MUTATION AND CAREER DEVELOPMENT TO THE PERFORMANCE OF STRUCTURAL OFFICIALS

Case Study of Karawang Government

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Mutation and career development in Karawang Municipality is implemented in the hope to improve the performance of its employee. The purpose of this research wash to determine, review and analysis how much the effect of mutation and career development partially and simultaneously to the Performance of Echelon Structural Officer IV in the Governement of Karawang Municipality. The number of samples were 250 people, with the sampling technique of Proportionate Stratified Random Sampling and data was analyzed by using descriptive and verificative methods (Path Analysis). The research results indicates that descriptively, mutationis responded as strongly agree and agree in accordance with each indicator of purpose. The implementation of career development is responded as strongly agree and agree in accordance with the indicator of interest and satisfaction.The performance of official is responded as well for all indicators of the fulfillment of all necessary resources. Verificatively, the direct partial effect between mutation and official performance is on a low scare (R = 0.215) while the indirect effect is on a very low scale (R = 0.196). In the hypothesis testing, it was discovered that there is a significant relationship.

Keywords: Mutation, Career Development, Performance

INTRODUCTION

Organization and Human Resources have an inseparable relationship. Organization without HR will not run. It was stated by HadariNawawi (2006 : 7) that organization is human with all its uniqueness and complexity, without human there will be no organization. HadariNawawi (2006 : 48) explained that the role of HR performance is very important in mobilizing other resources (material, financial, information and technology) to increase the contribution in an effort to achieve the purpose of organization/company, which must be managed by professional HR management.

To improve performance analysis, Hadari Nawawi (2006 : 55-61) described that the HR management activity called *the totality of HR management activities*, which include: Job analysis, HR Planning, Recruitment, Selection and Placement, Orientation and Training, Planning, Career Guidance and Development, Performance Evaluation, and Compensation.

Public Organizations such as government agencies have the task of organizing the government wheels and development in an effort to provide services and prosper the community. In conducting the task, apparatus resources are a very important asset. Civil Servants as a government apparatus is the implementer of all government policies and is the executor and manager of resources owned by the state and government.

Public expectation on the progress of government policies implementation and development to serve and prosper the people, are very high. That expectation is not an easy task. These expectations can only be realized with the performance of good government institutions with a high commitment to provide maximum services to the community. Government performance is derived from the performance of its employees in line with the vision and mission of government organizations where they work.

Karawang Municipality government has a goal that is basically the same as other government institutions, which is to provide the best services for the community and to prosper them. The vision of Karawang Municipality government for the period of 2011-2015 is "The Prosper Karawang Based on Equitable Development Based on Faith and Piety". In achieving the vision and mission should be supported by professional employees who ensure the achievement of the best performance, especially structural officials as managerial level that control and implement the activities program in order to achieve the vision and mission of Karawang Municipality Government. The following is the table of performance result of Government Institutions of Karawang Municipality based on Performance Accountability Report of Government Institution (LAKIP) in 2010 and 2011.

Table 1
Performance Achievement of Goals of Karawang Municipality Government in 2010
Based on the Grouping of 9 (Nine) Missions

No	Vision	Number of Performance Goals	Average Goal Performance Achievements (%)	Category
1	Increasing Quantity and Quality of Education	2	97,15	Well Success
2	Increasing Service Coverage and Quality of Public Health	3	100,11	Highly Success
3	Developing populist economy in agriculture sector with Agrobisnis and Agroindustry pattern supported by other Industrial sector.	5	100	Highly Success
4	Improving regional infrastructure development	9	113,13	Highly Success
5	Improving the quality of the workforce and job opportunities	2	98,69	Well Success
6	Improving the development service of religious life, legal awareness, and Human Rights	2	98,87	Well Success
7	Creating clean and authoritative governance of Karawang Municipality	8	96,44	Well Success
8	Prioritizing the principles of sustainable development and environmentally insightful on all development activities	2	100	Highly Success
9	Women empowerment and gender mainstreaming	1	100,40	Highly Success

Source :Performance Accountability Report of Karawang Municipality Government in 2010

In the structure of Government Institutions of Karawang Municipality, structural position consists of 3 levels of echelon II, echelon III and echelon IV. The higher the echelon, the higher the managerial level and the lower the operational/ technical level. Echelon IV officials as the lowest level have an important role in achieving the targets of the activities, because in addition to technically mastering their work, there are also managerial activities which should manage the activity program as well as possible including managing and controlling their subordinate/staff. If officials in this level do not perform well, they will greatly affect the overall performance of the organization.

The civil servant who holds the echelon IV structural position is the beginning of a career ladder to pursue/achieve a higher structural career. The success shown in good performance at this level of position will greatly affect the journey and subsequent career enhancement. One of the guidance and development efforts in order to produce a positive Echelon IV Structural Official's performance is by carrying out employee mutation and career development. Mutationis the embodiment of organizational dynamics that serve as one way to achieve the organizational goals. Employee mutation including the mutationof structural officials in addition to improving morale can also provide opportunities for Employees to further improve their performance. This is similar to the explanation by BambangWahyudi (2003: 167) that: "A personal mutation will open up opportunities for competition in improving job performance. Every member of the organization has equal opportunity to achieve a higher position/job/work".

Another effort that needs to be done in improving employee performance is through employee career development. MiekaKurnia (2001:61) states that "career development for employees is very important because employees will feel helped in working and achieving their careers, then will always improve their morale and commitment to the organization, thus encouraging their work performance.

In Karawang Municipality Government, over duty and mutation of position are often conducted to refresh the organization for better performance of government implementation. In order for a career journey to be in line with expectations, employees must maintain and develop the quality of self in carrying out every job, because competition of pursuing career is very competitive. According to Sondang P. Siagian (2008:206) "work performance, experience, training and development turn out to play an important role in taking various career paths that can be taken by someone". Furthermore Sondang P. Siagian (2008:206) explains that in order to know the career pattern that is open to him, an employee needs to understand three things. First, is the career goal to be achieved in the sense of the highest level of position that may be achieved if he is able to work productively, loyal to the organization, showing functional behavior and able to grow. Second, is career planning in the sense of one's involvement in his selection of the path and career goals. Third, the willingness to take the necessary steps in order for career development while working.

A good career journey is expected by all employees. A good career will provide the advantages of both material and non-material aspects as described above. In Karawang Municipality government, structural officials will get job allowance. The purpose of this research was first, to determine, analyze and examine how the implementation of mutation of echelon IV structural officials in the Karawang Municipality Government. Second, analyze and study how the implementation of career development of echelon IV structural officials in KarawangMunicipality government. Third, analyze and study how the performance of echelon IV structural officials in KarawangMunicipality government. Fourth, analyze and study how much mutationand career development effect the performance of echelon IV structural officials in KarawangMunicipality government either partially or simultaneously.

LITERATURE REVIEW

Human Resource Management

Human Resource Management is one of the areas of general management covering the aspects of planning, organizing, implementing and controlling."

Wayne Rivai (2005:1) which was translated by

Bambangwahyudi (2002:10) stated that: "Human Resource Management is the withdrawal selection, acceptance, development and utilization of human resources in order to achieve the goals of both individuals and organizations."

Human resources within a government organization are the resources of the apparatusor civil servant. In Law No. 43 of 1999 on the Amendment to Law No. 8 of 1974 defines the management of civil servants. According to the law, the management of Civil Servants, namely the overall efforts to improve the efficiency, effectivity and professionalism degree of the implementation of personnel tasks, functions and obligation, which include planning, procurement, quality development, placement, promotion, payroll, welfare, and dismissal.

From the above understanding, it can be concluded that human resource management is a science and art of organizing and utilizing human potentials effectively and efficiently to achieve organizational goals.

Mutation Theory

According to Henry Simamora (2004:640) stated that: "Mutation is the migration of an employee from one job to another which salaries, responsibilities, and organizational ladder are relatively similar."

According to BambangWahyudi (2003: 166), the definition of mutation is: "Personal mutation of position or Personal Mutation defined as a change position or post or work or workplace of manpower conducted either vertically or horizontally"

The Purpose of Mutation

According to BambangWahyudi (2003:167), the purpose of mutation is first, to create a balance between the manpower with the existing position in the organization, so as to ensure the occurrence of stable employment conditions (personal stable). Stability of employment will be realized if the placement of manpower in an organization can be conducted properly (The Right Man on the Right job). Second, it opens the opportunity to develop a career. Third, expand and increase knowledge. Extending insight and knowledge is a necessity that needs attention in an organization. Fourth, eliminate the boredom of a position. Fifth, give rewards to work performance. Sixth, open the opportunity for competition in improving job performance. Each member of the organization has equal opportunity to attain a higher position or occupation. The last is the implementation of sanctions against violations. It must be done as carefully and properly as possible. This is needed to be done, because if the consideration is less careful, itmay lead to the decline of morale of the person concerned.

Definition of Career

Sedarmayanti (2010: 121) describes several definitions of career as follows:

1. A series of separate but related work activities, providing sustainability, peace and meaning in life;
2. A series of role experiences rightly tailored leading to an increased level of responsibility, status, power, rewards and careers;
3. All work done during the present working period.

According to Gibson et al. (1995: 305) career is a series of attitudes and behaviors related to experience and work activities over a life span of a person and a series of ongoing work activities. Thus an individual's career involves a range of options from a variety of opportunities. When viewed from an organizational point of view, a career involves a process whereby an organization renews itself for career effectiveness which is the boundary where a range of career and behavioral attitudes can satisfy an individual.

Definition of Career Development

According to Martoyo (1994:70): "Career development is a condition that shows the improvement of one's status within an organization concerned."

According to Fubrin in the book of Anwar King Mangkunegara (2001:77) defines "Career development as a staffing activity that helps employees plan their future careers in the company so that companies and employees concerned can develop themselves to the maximum.

Career development according to Rivai (2005:290) is the process of enhancing individual work ability achieved in order to achieve the desired career. Career development is a formal approach to activities for improvement or development, growth, job satisfaction, knowledge and employee skills to ensure that qualified people and appropriate experience are available when needed, thus planning and development of a clear and steady career will help employees and organizations to achieve success.

Career Planning

According Sedarmayanti (2010:121), in career planning, employees have the desires as follow:

1. Equal career opportunity: employees wants equality in the promotion system in terms of career advancement opportunity;
2. Monitoring attention: employees want their supervisors to play an active role in career development, and provide timely feedback on their performance;
3. Awaness and opportunity: employees want knowledge of opportunities for career advancement;
4. Work interests: employees need different amounts of information and also have different levels of desire in career advancement;
5. Career satisfaction: employees have different level of career satisfaction depending on age and type of work.

Performance Theory

According to Lavasque in HadariNawawi (2006: 62), says that performance is everything that a person does and results in performing the function of a job. Furthermore Schermerson, Hunt, and Osborn say that performance is the quantity and quality of achievement of tasks, whether done by individuals, groups or organizations.

Judith R. Gordon in HadariNawawi (2006: 63) explains that performance is a function of the ability of workers in receiving job goals, the level of goal achievement and interaction between the goals and the ability of workers.

Previous Research Results

Some previous research studies that are relevant to the research that will be conducted by the author is about the effect of mutation and career development on the performance of structural officials in the Karawang Municipality Government which poured in the form of tables/matrices below which can be used as consideration by the author. From the above case we created a frame of thought as follows:

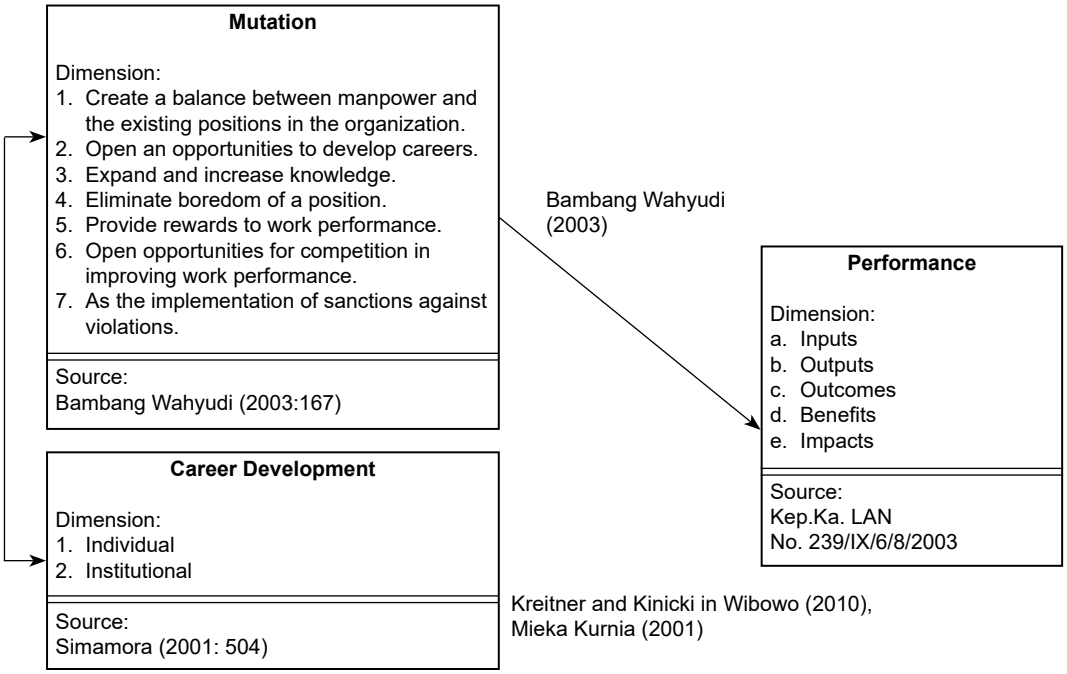

Figure 1. Research Paradigm

Source: Processing Results of the Author (2015)

RESEARCH METHOD

The Methods Used

Based on the consideration of research objectives, the author used descriptive and verificative methods. Descriptive research according to Sugiyono (2002:6) is a research conducted on independent variables, which is without making a comparison or connect with other variables. Furthermore Nana SyaodihSukmadinata (2011:18), explains that descriptive research is intended to describe a state or phenomena as what it is.

Research Design

The initial stage conducted was a preliminary study on the object of research, which is the Government of Karawang Municipality to ask for data and make initial observations about the condition of structural officials in the Government of Karawang Municipality which then can be used as background research. Then problem identification was performed, identification of the problem as a base in making a framework of research thinking which further determine research hypothesis.

After the research design was made, population was necessary to be determined and then determined the number of samples to be used as respondents in this research. From the number of samples known, respondents data were discovered to be collected and analyzed by Path Analysis after the data were transformed from ordinal scare to interval scale by using method of successive interval method. However, before the analysis of the data collected from respondents were performed, validity and reliability test were conducted first. When it s valid and reliable, the data can be analyzed, whereas if the data is not valid and not reliable, it can be considered whether it will still be included in analysis or referred back to the definition of research variable in operational way. The last stage, after the data analysis was performed, the author can draw conlusions on the analysis results and interpret it.

Variable Operationalization

As revelaed in the identification of research problem, that the main subjects studies were Mutation(X1) andCareer Development (X2) as independent variables, and Performance (Y) as dependent variables.

Data Source

There are two data sources used in this research namely primary data and secondary data. Primary data is concrete data from the field that is obtained from interview and the questionnaires to respondents and field observations by researchers. Secondary data is data or basic material derived from written sources that can be divided into the source of books and scientific magazines, sources of archives, personal documents and official documents on the object of research (government institution of Karawang Municipality) related to the problem studied.

Population, Sample and Sample Collecting Techniques

In determining the data to be used in this research, population and sample data that will be used as research material to be analyzed should be determined first.

Population according to Sugiyono (2010:80) is a “generalization area consist of objects/subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions”. The population in this research was all echelon IV structural officials in the Karawang Municipality of 935 people.

This sampling technique was used by the author because the population (all echelon IV structural officials in Karawang Municipality) is divided into 2 groups of positions, namely echelon IV/a officials and echelon IV/b officials. While for samples collecting of respondents in this research was using the cochran formula in Harun Ar Rasyid (1994:75) which quoted by Ridwan and Engkos Achmad Kuncoro, (2007:58) as follows:

$$n_{(min)} = \frac{\frac{t^2.p.q}{d^2}}{1 + \frac{1}{N}\left(\frac{t^2.p.q}{d^2} - 1\right)}$$

Source: Harun Ar Rasyid (1994:75) in Ridwan and Engkos Achmad Kuncoro, (2007:58))

Explanation

$n_{(min)}$ = Smallest sample size

N = Number of population data sources
t = Normal curve value based on the selected real level (α=0.05 price=1.96)
p = Proportion of one of the unit compared
q = 1-p
d = Error level in percent (set at 5%)

Based on the formula, then the number of research samples can be calculated and determined the amount as follows:

p = 681/926 = 0,7354
(proportion for echelon IV/a officials)

p = 245/926 = 0,2646
(proportion for echelon IV/b officials)

t^2.p.q = 1,96² x 0,7354 x 0,2646 = 0,7475
d^2 = 0,05² = 0,0025

$$n_{(min)} = \frac{\frac{0,7475}{0,0025}}{1 + \frac{1}{926}\left(\frac{0,7475}{0,0025} - 1\right)}$$

$$n_{(min)} = \frac{299}{1 + 0,00108\,(299 - 1)}$$

$$n_{(min)} = \frac{299}{1 + 0,32184}$$

$n_{(min)}$ = 266,1998 rounded to 226

The minimum sample of the calculation results, according to Cochran is assumed to be only 95% that can be observed. Furthermore, based on the data obtained from the measurement results (95% of minimum sample), it was assumed that only 95% that can be obtained. Based on this consideration, the expected sample size of $n_{(har)}$ is:

$n_{(har)}$ = {$n_{(har)}$ / (0,95 x 0,95)}
$n_{(har)}$ = { 226 / 0,9025 }
$n_{(har)}$ = 250,415 rounded to 250

Thus, the sample drawn from this research was 250 people. The number of samples was then determined based on the number of each sample according to the level of echelon by Proportionate Stratified Random Sampling.

Data collection techniques used in this study were through questionnaires, interviews and observations.

1. Questionnaires were distributed to respondents to measure research variables. The questionnaire was arranged in the form of likert scale, where the questionnaire was compiled with five answer choices in each item, each of which was given a score or weight of 5,4,3,2,1 as shown in Table 3 below.
2. Interview was conducted by question and answer with respondents and other related parties, intended to obtain additional information related to this research.
3. Observation in this research was conducted by directly observing the research object to determine the condition, event and phenomenon occured in the research location.

Table 2
The number of sample per position group

No.	Position Group	Number of Population (people)	Number of Sample (people)
1	Echelon IV/a officials	681	(681/926) x 250 = 184
2	Echelon IV/b officials	245	(245/926) x 250 = 66
	Total Number	926	250

Source: Data Collection Technique

Table 3
Answer Categories

Answer Categories		Answer Score
Strongly Agree	= Very Good	5
Agree	= Good	4
Moderately Agree	= Moderately Good	3
Disagree	= Not Good	2
Strongly Disagree	= Very Not Good	1

Validity Test

Validity is a measure that shows the levels of validity of an instrument. A valid instrument has high validity. Conversely, a less valid instrument means to have low validity (Arikunto, 2006: 168). Instrument validity test is conducted to determine how far the research instrument is able to reflect the contents in accordance with the things and properties measured. That is, every item of the instrument has really depicted the whole contents or constructs theory which is the basis for the preparation of the instrument. For this test, product moment correlation formula was used (Riduwan and Engkos Achmad Kuncoro, 2007: 217) as follows:

$$r_{hitung} = \frac{n\sum X_i Y_i - (\sum X_i)(\sum Y_i)}{\sqrt{\{n\sum X_i^2 - (\sum X_i)^2\}\{n\sum Y_i^2 - (\sum Y_i)^2\}}}$$

Source: Riduwan and Engkos Achmad Kuncoro, 2007:217)

Explanation:
r_{count} = Correlation coefficient
$\sum X_i$ = Number of item scores
$\sum Y_i$ = Number of total scores (all items)
n = Number of respondents

Next, it was calculated with the t-test with the formula:

$$t_{hitung} = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Explanation:
t_{count} = Value of t_{count}
n = Number of respondents
r = Correlation Coefficient r_{count}

Distribution (table t) forα = 0,05 and freedom degree of (dk = n-2)

Rule of decision.
If $t_{count} > t_{table}$ means valid otherwise
$t_{count} < t_{table}$ means not valid

If the instrument is valid, then seen from the interpretation criteria of the correlation index (r) as follow:

Table 4
Interpretation of Correlation Coefficients of r Value

Coefficients Interval	Relationship Level
0,800 -1,000	Very high
0,600-0,799	High
0,400-0,599	Moderately high
0,200-0,399	Low
0,000-0,199	Very Low

Sources: Husein Umar, 2009

Reliability Test

Reliability is the level of ability of a research instrument to be able to measure a variable repeatedly and able to produce information or data the same or very little variation. In other words the instrument is able to show the accuracy, stability and consistency in generating data from the measured variable (Arikunto, 2006: 171). Instrument reliability testing in this research was conducted by split half technique from Spearman Brown (Riduwan and Engkos Achmad Kuncoro, 2007: 217) with the following formula:

$$r_{11} = \frac{2\,r_b}{1 + r_b}$$

Explanation:
r_{11} = internal reliability of all instruments
r_b = product moment correlation between first and second section

To determine whether the correlation coefficient is significant or not, (tabel r) distribution forα = 0.05 orα = 0.01 with freedom degree (dk = n-2) was used. Then made a decision comparing r_{11} with r_{table}. As for the rule of decision: if $r_{11} > r_{table}$ means reliable and $r_{11} < r_{tabel}$ means not reliable.

Data Normality Test

According to Usman and Akbar (2008: 109) normality testing is used to test whether continuous data is normally distributed so that analysis with validity, reliability, T test, correlation and regression can be performed. On the other hand some experts claim that the normality test is not required to the data equal to or more than 30 pieces or called large samples. But there are also experts who claim that the data has been considered normal if the number is more than 100 pieces (normaly).

However, the normality test was used in this study to determine whether a data follows the normal distribution or not. Data normality test usedskewness ratio and kurtosis ratio. Skewness ratio is skewness value divided by standard error skewness, while kurtosis ratio is kurtosis value divided by standard error kurtosis. As a guide, if the ratio of kurtosis and skewness is between -2 to +2, then the data distribution is normal (Santoso, 2000: 53).

Skewness is a measurement of the level of asymmetry (spread) of data distribution around the mean. The normal distribution is a symmetrical distribution and the skewnessvalue is 0. The positive value ofskewness indicates the tip of the tendency extending toward the positive value (the right-hand side of the curve is longer). A negative skewness indicates the tip of the tendency extending toward the negative value (the left-hand tail curve is longer).

Skewness formula is as follows:

$$Skewness = \frac{n}{(n-1)(n-2)} \sum \left(\frac{x_1 - \bar{X}}{S} \right)^3$$

To calculate the standard error of skewness is as follows:

$$SE\ skewness = \sqrt{\frac{6n(n-1)}{(n-2)(n+1)(n+3)}}$$

Kurtosis describes the peakedness or flatness of data distribution as compared to the normal distribution. In the normal distribution, the value of kurtosis equals to 0. Positive kurtosis value shows a relatively tapered distribution, whereas a negative kurtosis value indicates a relatively flat distribution. The kurtosis formula is:

$$Kurtosis = \left\{ \frac{n(n+1)}{(n-1)(n-2)(n-3)} \sum \left(\frac{x_1 - \bar{X}}{S} \right)^4 \right\} - \frac{3(n-1)^2}{(n-2)(n-3)}$$

Sources: Santoso, 2000:53

To calculate the standard error of this kurtosis is as follows:

$$SE\ kurtosis = \sqrt{\frac{4(n^2-1)(SEs^2)}{(N-3)(N+5)}}$$

Where SE sis Standar error of kurtosis

Data Transformation

The results of data collection obtained through questionnaires from respondents is ordinal data. Because in this study, the analysis method used is the path analysis, which is one method of parametric analysis, then the variables measured must use data with Interval scale. Therefore, the data needs to be increased to an interval scale by the method of successive interval. According to (Riduwan and Engkos Achmad Kuncoro, 2007: 30): "The steps of transforming ordinal data into interval data are as follows:

a. first, consider each item of respondents' answer from the questionnaire distributed;
b. on each item, it is determined how many people get the 1,2,3,4, and 5 score which called as frequency;
c. each frequency is divided by the number of respondents and the result is called proportion;
d. determine the cumulative proportion value by adding the proportion value sequentially per column score;
e. use the normal distribution table, calculate the Z value for each cumulative proportion obtained;
f. determine the highest density value for each Z value obtained (by using high density table);
g. determine the scale value by using the formula:

$$NS = \frac{(Density\ at\ Lower\ Limit) - (Density\ at\ Upper\ Limit)}{(Area\ Below\ Upper\ Limit) - (Area\ Below\ Lower\ LImit)}$$

Source: Riduwan and Engkos Achmad Kuncoro, 2007:30

h. determine the transformation value by formula: $Y = NS + [1 + |NS_{min}|]$

A tool for calculating data transformation from ordinal to interval with the method of successive interval is Microsoft Office Excel software. Furthermore, before the statement items in the questionnaire used in the study, the validity and reliability test were performed first.

The number of scores used to obtain position information of items in the answer categories used scale range analysis, by the formula (Husein Umar, 2008) as follows:

$$R_S = \frac{n\ (m-1)}{m}$$

Where
RS = Scale range
N = Number of samples
m = Number of answer alternatives to each item

Process Stage

a. Determining the lowest and highest score by multiplying samples of 250 respondents with the lowest and highest value, obtained:
   Lowest range: 250 x 1 = 250
   Highest range: 250 x 5 = 1.250
b. Range of each criterion:
   RS=(250 (5-1))/5=200

Cumulative Analysis

Quantitative analysis is used to answer the formulation of problem number 4 that will explain how much the mutation and career development affects the performance of echelon IV structural officials in the Government of Karawang Municipality either partially or simultaneously based on the results of data collection through questionnaire

Correlation Analysis of Moment Product

In this research moment product correlation analysis was one approach to determine the closeness between one variable with other variable, by formula:

$$r_{xy} = \frac{n\,\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{\{n\Sigma X^2 - (\Sigma X)^2\}\{n\Sigma Y^2 - (\Sigma Y)^2\}}}$$

RESEARCH RESULTS

Tabel 5
Number of Respondents by Period of Work

No	Working Period	Total	Percentage
1	1 - 10 Year	26	10,40%
2	11 – 20 Year	59	23,60%
3	21 – 30 Year	126	50,40%
4	31 – 40 Year	39	15,60%
	Total	250	100%

Source: Data Processing Results, 2012

Based on Table 5, it presents data on the respondent's working period. Working period of 1-10 years is 26 people (10,40%), working period of 11-20 year is 59 people (23,60%), working period of 21-30 year is 126 person (50,40%) and working period of 31-40 years is 39 people (15.60%).

From validity test result of performance variable as much as 11 or all item of question stated as valid.

Reliability Test

From the data processing results by using SPSS software, reliability testing result from all variable was obtained, as shown in Table 7.

Data Normality Test

The results of data normality test by the help of SPSS version 14 is as shown in Table 8, it shows that the skewness ratio = 0.278/154 = 1.805, while kurtosis ratio = -0,552/0,307 = -1,798. Since the skewness ration and kurtosis ration are between -2 to +2, it can be concluded that data distribution is normal.

Based on Table 9, it shows the comparison of the number of respondent to the item mutation variable statement both echelon IV/a and IV/b each category of answers do not show a significant difference. The majority respondents both echelon IV/a and IV/b answered agree, with 54.85% for echelon IV/aand 54.11% for echelon IV/b.

Based on Table 10, it shows that echelon IV structural officials respond to career development variables with strongly agree which is for indicators of career satisfaction and loyalty to the organization. While they responds agree to the indicators of interested to be promoted, equal career opportunities, educational background, training, flexibility to socialize and relationship between people, institution/company policies and trust to superiors.

Based on Table 11, it shows that the percentage comparison of the number of respondents answer to the items of career development variable, both echelon IV/a and IV/b do not show a significant difference in each category of answers. The majority respondents of both echelon IV/a and IV/b answered agree, 63.39% for echelon IV/a and 59.42% for echelon IV/b.

Table 6
Validity Test Result of Performance Variable (Y)

No. item	r_{Count}	$r_{critical}$	Explanation
Y.1	0,485	0,3	Valid
Y.2	0,553	0,3	Valid
Y.3	0,631	0,3	Valid
Y.4	0,461	0,3	Valid
Y.5	0,513	0,3	Valid
Y.6	0,453	0,3	Valid
Y.7	0,506	0,3	Valid
Y.8	0,486	0,3	Valid
Y.9	0,581	0,3	Valid
Y.10	0,519	0,3	Valid
Y.11	0,570	0,3	Valid

Source: Data was processed using SPSS version 14.0 Year 2012

Table 7
Reliability Testing Result

Number	Variable	R_{Count}	$R_{Critical}$	Explanation
1.	Mutation (X_1)	0, 776	0,70	Reliable
2.	Career Development (X_2)	0, 868		Reliable
3.	Performance (Y)	0, 842		Reliable

Source: Data was processed using SPSS version 14.0 Year 2012

Table 8
Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Unstandardized Residual	250	,278	,154	-,552	,307
Valid N (listwise)	250				

Source: Data was processed using SPSS version 14.0 Year 2012

Table 9
Recapitulation of Respondents Answer of mutation variables based on statement item and echelon

Question Item	Echelon IV/a						Echelon IV/b					
	Answer Category						Answer Category					
	5	4	3	2	1	JML	5	4	3	2	1	JML
X1.1	31	128	21	2	2	184	11	46	8	0	1	66
X1.3	72	110	2	0	0	184	31	34	1	0	0	66
X1.4	58	109	17	0	0	184	22	42	2	0	0	66
X1.5	71	96	16	1	0	184	29	29	8	0	0	66
X1.6	75	102	4	1	2	184	18	44	3	1	0	66
X1.7	47	131	6	0	0	184	24	41	1	0	0	66
X1.8	34	104	33	13	0	184	15	25	20	6	0	66
X1.9	17	137	25	1	4	184	7	46	13	0	0	66
X1.10	51	117	16	0	0	184	15	48	3	0	0	66
X1.11	15	111	35	20	3	184	6	42	12	5	1	66
X1.12	39	78	61	4	2	184	24	20	19	2	1	66
X1.13	57	95	24	0	8	184	17	33	11	0	5	66
X1.14	11	65	76	31	1	184	3	32	28	3	0	66
X1.15	9	30	78	47	20	184	5	18	24	11	8	66
Total	587	1413	414	120	42	2576	227	500	153	28	16	924
%	22,79	54,85	16,07	4,66	1,63	100	24,57	54,11	16,56	3,03	1,73	100

Source: Data processing result of 2012

Table 10
Recapitulation of Career Development Variable

No	Indicator	Item Code	Total Score	Category
1	Interested to be promoted	X2.1	1014	Agree
2	Career satisfaction	X2.2	1054	Strongly Agree
3	Equal career opportunities	X2.3	1017	Agree
4	Educational background	X2.4	1015	Agree
		X2.5	1047	Agree
5	Training	X2.6	964	Agree
6	Loyalty to the organization	X2.7	1070	Strongly Agree
7	Flexibility to socialize and relationship between people	X2.8	955	Agree
		X2.9	969	Agree
8	Institution/company policy	X2.10	1014	Agree
		X2.11	987	Agree
9	Concern of superiors	X2.12	1043	Agree
		X2.13	979	Agree
10	Superiors trust	X2.14	991	Agree

Source: data processing result by SPSS, 2012

Table 11
Recapitulation of Respondents Answers on Career Development Variable based on Statement item and echelon

Question Item	Echelon IV/a						Echelon IV/b					
	Answer Category						Answer Category					
	5	4	3	2	1	JML	5	4	3	2	1	JML
X2.1	46	100	38	0	0	184	19	34	13	0	0	67
X2.2	76	80	16	11	1	184	32	23	9	2	0	67
X2.3	58	88	26	12	0	184	25	28	10	3	0	67
X2.4	55	97	24	8	0	184	19	35	5	7	0	67
X2.5	41	129	14	0	0	184	21	44	1	0	0	67
X2.6	21	135	16	12	0	184	7	42	10	7	0	67
X2.7	66	105	12	1	0	184	25	34	7	0	0	67
X2.8	18	118	48	0	0	184	5	41	20	0	0	67
X2.9	24	120	40	0	0	184	6	39	21	0	0	67
X2.10	41	116	27	0	0	184	13	40	13	0	0	67
X2.11	17	143	24	0	0	184	3	54	9	0	0	67
X2.12	35	137	12	0	0	184	21	44	1	0	0	67
X2.13	14	143	27	0	0	184	4	50	12	0	0	67
X2.14	31	122	31	0	0	184	8	41	17	0	0	67
Total	543	1633	355	44	1	2576	208	549	148	19	0	924
%	21,08	63,39	13,78	1,71	0,04	100	22,51	59,42	16,02	2,06	0	100

Source: Data processing result of 2012

Based on the opinion of respondents from each item questionnaire, recapitulation of performance variables was made as follows at Table 12.

Based on Table 12, it shows that structural officials of echelon IV respond very well to all indicator of performance variable of fulfillment of all required resources, activity result is in te form of product/service (physic and/or non physic), functioning output activity, suitability of each prodct/service with the needs and expectation of the community; punctuality, procedure conformity, output usability, as well as measurement of the effect of degree of social, economic, environment or other public effect.

Based on the recapitulation of respondents' answers grouped by statement item and echelon, can be seen in the Table 13.

Based on the Table 13, it shows the percentage comparison of the number of respondents to the statement item performance variable both echelon IV/a and IV/b on each category of answers do not show significant differences. The majority re-

Table 12
Performance Variable Recapitulation

No	Indicator	Item Code	Total Score	Category
1	Fulfillment of all necessary resources	Y1	1064	Very Good
		Y2	1076	Very Good
2	Activity result is in te form of product/service (physicand/ or non physic)	Y3	1121	Very Good
		Y4	1089	Very Good
3	Functioning output activity	Y7	1109	Very Good
4	Suitability of each prodct/service with the needs and expectation of the community;.	Y8	1128	Very Good
5	Punctuality	Y5	1082	Very Good
6	Procedure conformity	Y6	1076	Very Good
7	Output usability	Y9	1076	Very Good
		Y10	1078	Very Good
8	measurement of the effect of degree of social, economic, environment or other public effect	Y11	1076	Very Good

Source: data processing result by SPSS, 2012

Table 13
Recapitulation of Respondents Answers on Performance Variable based on statement item and echelon

Question Item	Echelon IV/a						Echelon IV/b					
	Answer Category						Answer Category					
	5	4	3	2	1	JML	5	4	3	2	1	JML
Y.1	58	112	14	0	0	184	24	38	4	0	0	66
Y.2	70	101	13	0	0	184	24	37	5	0	0	66
Y.3	100	78	6	0	0	184	32	29	5	0	0	66
Y.4	72	99	13	0	0	184	34	28	4	0	0	66
Y.5	111	50	23	0	0	184	31	25	10	0	0	66
Y.6	106	71	7	0	0	184	33	29	4	0	0	66
Y.7	70	102	12	0	0	184	32	26	8	0	0	66
Y.8	76	92	16	0	0	184	24	34	8	0	0	66
Y.9	65	108	11	0	0	184	25	38	3	0	0	66
Y.10	63	114	7	0	0	184	23	42	1	0	0	66
Y.11	67	100	17	0	0	184	28	36	2	0	0	66
Total	858	1027	139	0	0	2024	310	362	54	0	0	726
%	42,39	50,74	6,87	0	0	100	42,70	49,86	7,44	0	0	100

Source: Data processing result of 2012

Table 14
Direct and Indirect Effect of Variable X_1 and X_2 to Y

Effect	Path	Formula	Calculation	Extent of Effect
Variable X_1				
Direct	X_1-Y	ρ_{yx1}^2	0.464 x 0.464	**0,215**
Through X_2	X_1-X_2-Y	$\rho_{yx1}.r_{x1x2}.\rho_{yx2}$	0.464 x 0.691 x 0.612	**0,196**
	X_1 Total Effect			**0,411**
Variable X_2				
Direct	0,306	ρ_{yx2}^2	0.612 x 0.612	**0,375**
Through X1	0,171	$\rho_{yx2}.r_{x2x1}.\rho_{yx1}$	0.612 x 0.691 x 0.464	**0,196**
	X_2 Total Effect			**0,571**
	Total Effect of X_1 and X_2 variables			**0,982**
	Effect of Other Variables			**0,018**

Source: Data processing result of 2012

spondents of both echelon IV/a and IV/b answered agree, with 50,74% for echelon IV/a and similarly with echelon IV/b by 49,86%.

Based on the above table it is discovered that the direct effect of mutation(X1) on the performance (Y) is 0.215 or 21.5%, the indirect effect of mutation (X1) through career development (X2) on the performance of Official (Y) is 0.196 or 19.6% .

While the direct effect of career development (X2) on the performance of Officials (Y) is 0.375 or 37.5%, indirect effect of career development (X2) through mutation (X1) on official performance (Y) is 0.196 or 19.6%.

The extent of partial effect of mutationvariable (X1) either direct or indirect effect to performance of echelon IV structural official (Y) equal to 0,411 or 41,1%. While the amount of partial effect of career development variable (X2) either direct or indirect effect to the performance of echelon IV structural official (Y) is 0.571 or 57.1%.Overall can be described as follows:

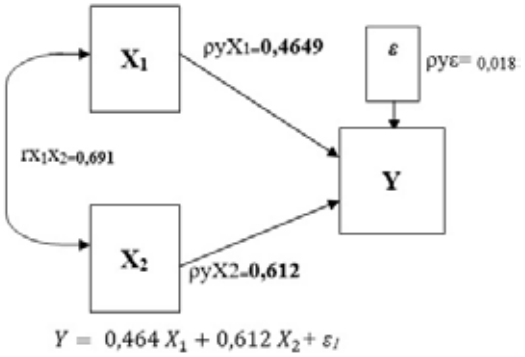

Figure 2. Sub-structure 3: Overall Effect of Independent Variable (X) to Dependent Variable (Y)

CONCLUSION

This research entitled "The Effect of Mutation and Career Development on the Performance of Echelon IV Structural Officer in Karawang Municipality Government" with a sample size of 250 people Structural Officers of Echelon IV.

The data were analyzed descriptively and verificatively (Data Analysis Method using Path Analysis) with the help of SPSS 14. The results showed:

1. Implementation of mutation was responded:
a. strongly agree for indicator: encouragement to achieve higher career, high spirit, outstanding ability, opportunity to achieve insight and knowledge, organization concern in gaining insight and knowledge.
b. agree for indicator:The Right Man on The Right job, eliminate boredom and burnout, increase passion and morale in working
2. Appreciation to outstanding employees, career development implementation was responded:
a. strongly agree for indicator of career satisfaction and loyalty to the organization.
b. agree for indicator of interested to be promoted, equal career opprtunity, educational background, training, flexibility in socializing and human relationship, institution/company policy and superior's trust.
3. Official Performance was responded very good for all indicators of Fulfillment of all necessary resources.
4. Direct partial effect between mutation and per-

formance of echelon IV structural officials is 21,5% while indirect effect is equal to 19,6% in total mutationeffect to the performance of echelon IV structural officer equal to 41,1%. In the hypothesis testing, it is known that there is a significant relationship.

5. The direct partial effect between career development with echelon IV structural officials performance is 37.5%, while the indirect effect is 19.6%, the total effect of career development on the performance of echelon IV structural officials is 57.1%. In the hypothesis testing, it is known there is a significant relationship.
6. The simultaneous effect between mutation variables and career development on the performance of echelon IV structural officials is 98.2%. In the hypothesis testing, it is known that there is a significant relationship.

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