Analysis of the Role of Mutations in Employee Career Development At the Lolofitu Moi Subdistrict Office, West Nias Regency

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Abstract: This research aims to find out how the implementation and impact of mutations at the Lolofitu Moi sub-district office, employee career development and factors inhibiting employee career development at the Lolofitu Moi sub-district office. It was found that several employees had held the same position for a long time without any transfer or promotion in recent years. This could lead to boredom because they were stuck in the same routine and did not experience adequate career development. This research uses qualitative research methods, conducting in-depth interviews with employees at the Lolofitu Moi District Office. The results of the research show that the implementation of transfers at the Lolfitu Moi sub-district office is still not effective, where there are still several employees who have not been transferred in the last few years. The implementation of the transfer has had a positive impact on employees at the Lolofitu Moi sub-district office. Employee career development at the Lolfitu Moi sub-district office involves strategies, namely performance evaluation, training, transfers and promotions. However, there are several obstacles, namely limitations in training and promotion opportunities which depend on agency policies and quotas.

Keywords: Mutation, Career Development

INTRODUCTION

An organization is considered a static container in the absence of human involvement as a driving force, and it transforms into a dynamic entity when human resources perform management functions within it. Fundamentally, an organization's existence is predicated on its pursuit of goals, and in striving to achieve these objectives, the organization must possess the necessary resources to propel its operations forward (Flagstad & Johnsen, 2022).

The sustainability of an organization is significantly impacted by its existing Human Resources (HR) in terms of both quality and quantity. Human resources play
a pivotal role in determining the achievement of organizational goals. According to Farooq et al. (2022), quality resources should possess high competence, reliability, and integrity to effectively support organizational performance. It is essential to note that managing human resources differs from managing other production factors due to the continuous growth and improvement of human resources in both quantity and quality. Therefore, effective HR management is crucial to align HR capabilities with organizational needs and ensure organizational continuity (Shoaib et al., 2021).

According to Siswanto (Frare et al., 2022), employee transfer, also known as mutation, is an employment activity that involves the transfer of responsibilities, functions, and employment status to a different situation. The primary aim of this process is to ensure that the workforce involved gains job satisfaction, leading to improved performance and accomplishments that benefit the organization. Transfers are considered career development activities implemented by management to enhance performance and recognize achievements (Cahyadi et al., 2023).

Employee transfer in the context of personnel administration refers to the movement of employees from one position or work unit to another work unit position within an organization or agency. Employee mutation can occur in various forms, such as horizontal mutation (moving to a position at the same level), vertical mutation (moving to a position with a higher level), or lateral mutation (moving to a position at a different but equal level) (Malsha et al., 2020).

According to Uddin et al. (2020), employee transfers or reassignments should be approached with consideration for both the employee’s interests and the interests of the organization. The concept of "mutation" as highlighted by Uddin et al. (2020) is seen as a means to invigorate and increase enthusiasm for work. The routine nature of certain tasks can lead to monotony, potentially resulting in a decline in work enthusiasm. As defined by Rashid et al. (2023), mutation refers to a change in position, either horizontally or vertically (such as through promotion or demotion) within an organization.

According to Rivai & Sagala in (Abbas, Gull Khan, et al., 2022), career development is defined as the process of enhancing individual work abilities to attain the desired career for employees. It provides opportunities for employees to enhance their skills, knowledge, and responsibilities in their work. From an organizational perspective, career development aims to improve employee competency and performance, thereby bolstering competitive advantages. One influential factor in employee career development is mutation, which involves the movement of employees from one position or work unit to another within the organization. Mutations may occur for various reasons, including organizational needs, employee development, or position rotation policies (Waqas et al., 2021).

Systematic and structured career development can enable employees to strategically plan and cultivate their careers within the organization, consequently bolstering their motivation and allegiance to the company (Davis et al., 2020). The effective career development initiatives have the potential to enhance the skills and
knowledge of employees, thereby contributing to the organization's ability to achieve its objectives and maintain relevance in the face of intensifying competition. Notably, career development represents a concerted endeavor to harmonize the individual career aspirations of employees with the workforce requisites of the organization, as asserted by Bernardin & Russell in Abbas, Sarwar, et al. (2022).

The Lolofitu Moi Subdistrict Office is a government agency that plays an important role in providing services to the community in Lolofitu Moi District, West Nias Regency. As part of the government, the sub-district office has employees who play a role in carrying out administrative tasks and public services.

In general, employees who have been in the same position for a long time tend to experience burnout. They may feel stuck in a monotonous routine and lack new challenges in their work. Without opportunities to grow and try more challenging roles, employees may feel unmotivated and lack the drive to improve their performance. In addition, employees who do not experience adequate career development may also face difficulties in improving their skills and knowledge. In an era of continuous change and development, the need for new skills and knowledge becomes increasingly important. If employees remain in the same position without opportunities to develop themselves, they can fall behind in terms of professional and technical advancement.

The gap in this research arises from the need to understand how the implementation of transfers and employee career development strategies impact the Lolofitu Moi District Head Office, West Nias Regency. Although transfers are a general policy in human resource management to increase organizational effectiveness, there have been no specific studies that highlight how these mutations occur in the sub-district office and their impact on employee career development. Apart from that, it is also important to understand what factors might hinder the career development of employees in the office. Through this research, it is hoped that a deeper understanding of the transfer and career development process in this environment can be obtained, as well as identifying ways to increase its effectiveness for organizational sustainability and employee professional development.

The main focus of this research is how employee transfers impact career development at the Lolofitu Moi Subdistrict Office, West Nias Regency. This includes examining the transfer process, career development strategies, and factors that could hinder progress. The goal is to provide valuable insights for human resource management, aiming to enhance organizational effectiveness and employee professional development.

In previous research conducted by (Suliman et al., 2023) the research results were that transfers were carried out in accordance with the rules set for employee career development. The planning runs optimally, where before carrying out the mutation, a plan is made, namely procedural planning, goal planning, budget planning and employee needs planning. The strategy is not to carry out training optimally in developing employee careers, supervision is not running optimally, there are still inappropriate targets, because there is still something that is engineered. This research aims to investigate the implementation and impact of mutations at the Lolofitu Moi District Head Office, West Nias Regency, as
well as to understand the career development of employees in this office. The research questions asked are: (1) What is the implementation and impact of the mutation at the Lolofitu Moi sub-district office, West Nias Regency? (2) How is the career development of employees at the Lolofitu Moi Subdistrict Office, West Nias Regency? (3) What factors hinder the career development of employees at the Lolofitu Moi District Head Office, West Nias Regency? However, this research has limitations, namely that it only focuses on analyzing the role of mutations in employee career development. The research was conducted directly at the Lolofitu Moi Subdistrict Office, West Nias Regency to ensure the accuracy and relevance of the findings to the context studied.

**LITERATURE REVIEW**

**Mutation Definition**

Mutation is an operational process that can shape the status or position of an employee in an organization. Because mutation is a force that can change the status of an employee, mutation is said to be one of the most effective ways to develop employees in an organizational environment (Faezah et al., 2022).

The context of this research, the concept of mutation has strong relevance to the research focus which raises the issue of employee career development at the Lolofitu Moi Subdistrict Office. The definition of mutation as an operational process that shapes the status or position of an employee in an organization illustrates the important role of mutation in employee career dynamics. Mutation is not just a change in position or assignment, but is also an effective tool to assist in employee career development.

In this research, mutation is seen as a strategy that can expand employee insight, experience and skills. By moving employees from one unit to another or from one area to another, transfers open up new opportunities for career development. New experiences, fresh ideas and broader perspectives gained from transfers can encourage the creation of innovation and creative solutions in dealing with various challenges faced by the Lolofitu Moi Subdistrict Office.

Apart from that, the concept of mutation in this research is also related to the understanding that mutation is a form of organizational investment in developing human resources. By providing opportunities for employees to adapt to different work environments, transfers allow them to continue learning and developing. This is in line with career development goals, which involve increasing employee skills, understanding and motivation to achieve optimal potential within the organization. Thus, the definition of mutation in the context of this research provides an important conceptual basis in understanding how mutation can be a factor that plays a role in employee career development at the Lolofitu Moi Subdistrict Office. The role of mutation as a tool to shape employee status and position as well as a career development strategy is a central point in studying employee career dynamics in the organization.

**Career Development**

Career development is the process of increasing an individual’s desire to work in order to achieve the desired career (ERBAŞI, 2022). However, the various concepts, aspects and processes involved are of course not that simple. As stated by (Ren et al., 2023), career development is a series of
separate tasks that complement each other, are sustainable and give meaning to employees' lives.

The concept of career development, as expressed by Erbaşi (2022), describes the process in which individuals actively increase their desire to work to achieve desired career goals. However, the understanding of career development cannot be simplified as simply increasing the desire to achieve certain goals. Rather, it involves a series of interrelated and ongoing concepts, aspects, and processes, as highlighted by Ren et al. (2023).

Career development is not just about advancement in the workplace, but also involves ongoing personal and professional growth. This includes increasing skills, knowledge, and experience, as well as developing attitudes, values, and motivation that are consistent with individual career goals. This process can also involve lifelong learning, exploration of interests and talents, and adjustment to changes in the work environment and labor market.

The importance of career development lies in providing meaning to an individual's life, by providing opportunities for continued growth and achievement. This is not only beneficial for the individuals themselves, but also for the organizations where they work, because employees who feel supported in their career development tend to be more productive, committed and motivated.

In the context of this research, understanding career development is important because it is part of the issue being studied. Investigating the factors that influence employee career development at the Lolofitu Moi Subdistrict Office can provide valuable insight into how the organization can improve the well-being and productivity of its employees.

From the literature review, it appears that the concepts of mutation and career development are very relevant to the research topic which raises the issue of employee career development at the Lolofitu Moi District Head Office. First, understanding mutation as an operational process that shapes the status or position of an employee in an organization provides a basis for understanding how mutation can be a factor that plays a role in employee career development. Mutation is not just a change in position or assignment, but is also an effective tool in helping employee career development by opening up new opportunities for experience, insight and skills. Second, the concept of career development highlights the importance of ongoing personal and professional growth for employees. This includes increasing skills, knowledge, and experience, as well as developing attitudes, values, and motivation that align with individual career goals. This is in accordance with the focus of the research which aims to understand the factors that influence employee career development at the Lolofitu Moi Subdistrict Office. Thus, understanding career development is crucial in exploring how organizations can improve the welfare and productivity of their employees through sustainable career development.

**RESEARCH METHOD**

**Type of Research**

In this research, the research method used is a qualitative research method, which aims to search for, analyze and manage direct events in the field by understanding social interactions through interviews and observations.
According to (Yuan & Li, 2023), qualitative research methods are research methods based on the philosophy of postpositivism, which are used to research scientific conditions where the researcher himself is the instrument, data collection techniques and qualitative analysis place greater emphasis on meaning.

The researcher chose this qualitative research method because of several things: First, the phenomenon I want to research, namely the role of mutation in employee career development, involves complex aspects and can be perceived subjectively by employees. Qualitative methods allow me to understand more deeply the perspectives, experiences, and meanings contained in these phenomena.

This approach allows me to explore in more detail how mutations influence the career development of employees at the Lolofitu Moi Subdistrict Office, West Nias Regency. Additionally, qualitative methods allow me to capture the nuances and social context surrounding the phenomenon, which cannot always be measured quantitatively.

The basis for selecting qualitative research methods is also supported by relevant previous research in this domain. For example, research (Waqas et al., 2021) which explores the efficiency of implementing employee transfers in civil servant career development in certain areas is one reference that provides the basis for the use of qualitative methods in this research. In this research, a qualitative approach was used to gain deeper insight into how transfers can contribute to employee career development.

By referring to previous research and considering the complexity of the phenomenon under study, I believe that the qualitative research method is the most appropriate approach to answer the research questions and produce a comprehensive understanding of the role of mutation in employee career development at the Lolofitu Moi District Head Office, West Nias Regency.

Research Location

According to Sugiyono in (Yuan & Li, 2023) a research location is a place where the social situation is related to the target or problem to be researched. The location of this research is the Lolofitu Moi District Head Office, West Nias Regency. I chose the Lolofitu Moi District Head Office, West Nias Regency as the place to conduct research for several important reasons. First, the sub-district office is a government unit that has a strategic role in providing public services and administration at the sub-district level. As a government institution that has a variety of employees with various backgrounds and levels of position, the sub-district office is a relevant environment for researching the role of transfers in employee career development. Second, the West Nias Regency region has its own characteristics and dynamics in the context of government administration and human resource management. Thus, the research results obtained from the Lolofitu Moi Subdistrict Office can provide specific and relevant insights regarding the dynamics of employee transfers and career development in the area.

In addition, the results of this research have the potential to make a significant contribution in the context of human resource management in the public sector, especially in terms of planning and implementing employee transfer policies and effective career development strategies. The information obtained from this research
can be a basis for policymakers and managers in designing more targeted transfer programs and more effective career development for employees in sub-district offices and other government agencies.

Thus, the choice of research location is useful for understanding the phenomenon in more depth at the local level and has broader implications in the context of human resource management in the public sector in general.

**Research Instruments**

The research instruments used in this research were interview guidelines and documentation. As informants in this research, there were 10 employees at the Lolofitu Moi sub-district office.

The use of interview guides and documentation as research instruments is very in line with the research concept which aims to explore the factors that influence employee career development at the Lolofitu Moi Subdistrict Office. The following is a comprehensive explanation of the choice of these instruments:

**Interview Guidelines:** Interviews are an effective method for gaining an in-depth understanding of an individual’s views, experiences and perceptions regarding a research topic. In this context, interviews with employees of the Lolofitu Moi Subdistrict Office will allow researchers to directly explore the various factors that influence their career development. By using an interview guide, researchers can direct the conversation to keep it focused on the research topic and ensure that all relevant information is documented. In addition, the interview guide allows for consistency in the questions asked of each respondent, making data analysis easier.

**Documentation:** Data collection through documentation can provide valuable additional insight into the context and factors involved in employee career development. Relevant documents such as organizational policies, employee transfer history, performance evaluation reports, or training records can provide a more complete understanding of the work environment and human resource management practices at the Lolofitu Moi Subdistrict Office. Documentary data can also be a source of validation of information obtained through interviews.

The strong reason for choosing this instrument is because the combination of interviews and documentation can provide a holistic and in-depth picture of the factors that influence employee career development at the Lolofitu Moi District Head Office. Interviews allow researchers to gain direct perspectives from employees, while documentation provides context and concrete evidence that supports the findings from the interviews. Thus, the use of these two instruments is expected to provide rich and in-depth data for research analysis.

**Technic of Data Collection**

The aim of the research is to obtain data, so data collection techniques are the most needed step in a research. Researchers who will conduct research cannot get the desired data if they do not know the methods for collecting data. Data collection can be carried out in various settings, various sources, and various ways, Sugiyono in (Katz et al., 2022). In this research, the data collection techniques used were observation, interviews and documentation.

I chose data collection techniques consisting of observation, interviews and documentation because these three techniques can provide a deep and comprehensive understanding of the phenomenon to be researched. In the context
of this research, these techniques are very relevant for obtaining the information needed about the implementation of transfers, career development strategies, as well as inhibiting factors in the context of the Lolofitu Moi District Head Office, West Nias Regency.

Previous research conducted by (Flagstad & Johnsen, 2022) shows that the combination of observation, interviews, and documentation provides a comprehensive and in-depth picture of the phenomenon being studied, especially in the context of qualitative research like the one I conducted. From the results of previous research, these techniques have proven effective in gaining a deep understanding of the implementation of transfers and employee career development.

In addition, this data collection technique can also provide opportunities for direct participation from respondents or research informants, making it possible to obtain their views and experiences directly. This is in accordance with a qualitative approach which emphasizes a deep understanding of the social meaning of the phenomena studied.

In selecting respondents for this research, I considered several factors relevant to the research objectives as well as the characteristics of the Lolofitu Moi District Head Office, West Nias Regency. Factors such as work experience, position, and understanding of transfers and career development are the main considerations in the selection process. The researcher’s goal was to gain diverse and in-depth views from various viewpoints within the office. By selecting representative respondents, it is hoped that the data obtained can provide a comprehensive picture of the implementation of transfers and career development in the office environment.

Technic of Data Analysis

Data analysis is the process of systematically searching and compiling data obtained from observations, interviews and documentation, by organizing the data into categories, describing it into units, arranging it into a synthesis pattern, choosing what is important and what will be studied, and make conclusions so that they are easy to understand for yourself and others, Sugiyono in (Liu & Zhang, 2022). According to (Yue et al., 2023), data analysis in qualitative research is carried out while data collection is taking place, and after completing data collection within a certain period. In this research, the data analysis techniques used are data reduction, data presentation and drawing conclusions.

In this research, the data analysis techniques used are (Liu & Zhang, 2022):

1. Data Reduction

Data reduction is summarizing, focusing on important things that are appropriate to the research topic, choosing the main things, looking for themes and patterns, thus providing a clearer picture and making it easier to carry out further data collection. In reducing data, you will be guided by the objectives to be achieved and have been determined previously. Data reduction is a critical thinking process that requires intelligence and a high depth of insight.

2. Data Presentation

Setelah mereduksi data, maka langkah berikutnya adalah menyajikannya. Dalam penelitian kualitatif, penyajian data dapat dilakukan dalam bentuk grafik, table, pictogram, flowchart dan sejenisnya. Melalui penyajian data, maka data dapat terorganisasikan, tersusun dalam pola...
hubungan, sehingga lebih mudah dipahami. Selain itu dalam penelitian kualitatif penyajian data dapat dilakukan dalam bentuk uraian singkat, bagan, flowchart, hubungan antar kategori dan sejenisnya. Melalui penyajian data tersebut, maka data terorganisasikan, dan tersusun sehingga akan semakin mudah untuk dipahami.

3. Conclusions Statement
Conclusions in qualitative research can answer previously formulated problem formulations, but maybe not, because as has been stated, problems and problem formulations in qualitative research are still temporary and will develop after the research is in the field. Conclusions in qualitative research are new findings that have not previously existed. Findings can be in the form of a description or picture of an object that was previously unclear so that after research it becomes clear.

RESULT AND DISCUSSION
Implementation and Impact of Employee Mutations at the Lolofitu Moi District Head Office, West Nias Regency

Implementing transfers for employees at the Lolofitu Moi Subdistrict Office, West Nias Regency is important in maintaining organizational dynamics and performance. Employee transfers help in refreshing and updating ideas and abilities in the work environment. By shifting employee positions from one unit to another or from one area to another, this opens up opportunities for new experiences, fresh ideas, and broader perspectives. This can encourage the creation of innovation and creative solutions in dealing with various challenges faced by the Lolofitu Moi sub-district office.

Apart from that, implementing transfers can also improve employee professionalism and work quality. By changing positions, employees can broaden their horizons and skills. They learn to adapt to different environments, gain new experiences, and deepen their knowledge. This in turn can improve their work efficiency and effectiveness. Transfers also motivate employees to continue learning and developing because they have to adapt to different task demands, which in the end can benefit their career development.

Based on data and observation results, it shows that the implementation of transfers for employees at the Lolofitu Moi sub-district office has been implemented even though there are still several employees who have not been transferred in the last few years. The implementation of transfers for employees at the Lolfitu Moi sub-district office has a positive impact which can increase employee productivity and motivation by providing experience, new knowledge and eliminating boredom. This is in line with the previous theory put forward by Hasibuan (2018: 10), regarding the purpose of implementing mutations, namely to increase employee work productivity, to expand and increase employee knowledge and to eliminate feelings of boredom towards their work.

The results of the interview show that the implementation of transfers for employees at the Lolofitu Moi Subdistrict Office, West Nias Regency, has been implemented with some employees having experienced transfers in the last few years. This has had a positive impact by increasing employee productivity and motivation through new experiences, expanded knowledge and the elimination of boredom on the job. However, the discussion does not fully link these results to the research questions asked. The results obtained from the interview should be explained in detail.
in the results section, while the discussion will outline the relationship between these results and the topic being discussed and the problem that is the focus of the research. In this way, readers will more easily understand how the transfer is implemented and its impact in relation to the career development of employees at the Lolofitu Moi Subdistrict Office, West Nias Regency, in accordance with the research objectives that have been set.

Employee Career Development at the Lolofitu Moi District Head Office, West Nias Regency

Employee career development at the Lolofitu Moi Subdistrict Office, West Nias Regency is an effort to ensure that existing human resources can continue to develop and provide optimal contributions. In this context, career development is not only limited to improving skills, but also includes efforts to increase employee understanding, motivation and job satisfaction. The importance of career development at the Lolofitu Moi Subdistrict Office lies in efforts to improve professionalism and services provided to the community.

Employee career development at the Lolofitu Moi sub-district office has been implemented through various strategies such as performance evaluation, training and promotion. This is in line with the previous theory put forward by Cardoso in (Cahyadi et al., 2023), career development involves various aspects such as education/training, promotion/increase in position, and mutation/change of position. Thus, these findings confirm that career development efforts should not only be the focus in terms of improving technical skills, but also include other aspects.

Factors Inhibiting Employee Career Development at the Lolofitu Moi Subdistrict Office

Although employee career development at the Lolofitu Moi Subdistrict Office has been implemented, it is often faced with various inhibiting factors that can slow down or even hinder the process. Based on the results of interviews, there are several inhibiting factors in career development at the Lolofitu Moi sub-district office, namely (Yue et al., 2023);

1) Limitations in training. Limitations in training are often the main obstacle in the career development of employees at the Lolofitu Moi Subdistrict Office. Limited access to relevant and quality training programs can hinder the improvement of employees' skills and understanding of ever-evolving job demands (Wood et al., 2021).

2) Promotion opportunities that depend on agency policies and
quotas. Opportunities for employee promotion at the Lolofitu Moit District Head Office depend on the policies and needs of the specified agency. This becomes an obstacle for employees to get opportunities for promotion to higher positions.

Research’s Limitation
In this research, researchers faced various obstacles that influenced the process in this research, the obstacles in this research were as follows:

1) Limitations of theory and previous research that are relevant in this research.
2) Limited relevant and up-to-date data. In this context, collecting information about the history of employee transfers, changes in position, or employee career development.
3) Obtaining comprehensive data about each mutation, how it affects career development, and understanding the context behind the mutation can take quite a long time.

The inhibiting factors faced in employee career development at the Lolofitu Moi Subdistrict Office provide an important picture in the context of this research. First, limitations in training are one of the main obstacles. This is related to the research concept which highlights the importance of career development, which does not only include aspects of promotion or change of position, but also increasing skills and understanding of job demands. Limited access to relevant and quality training can directly slow down employee career development. Second, obstacles related to promotional opportunities that depend on agency policies and quotas are also a significant inhibiting factor. This is related to employees’ efforts to reach a higher career level and obtain promotions. However, if promotion opportunities are limited or depend on inflexible policies, this can hinder employee motivation and willingness to develop.

The constraints in the research also provide further understanding of the context surrounding this research. Limitations in relevant theory and previous research indicate that there is a need to fill knowledge gaps and expand understanding of the factors that influence employee career development, including at the Lolofitu Moi District Head Office. Apart from that, the lack of relevant and up-to-date data is also a challenge, because to comprehensively understand employee career development, in-depth data is needed about transfers, changes in position, and overall career development.

By understanding the inhibiting factors in employee career development and the obstacles in research, researchers can take steps to overcome these challenges and develop more appropriate recommendations to improve employee career development at the Lolofitu Moi District Head Office.

CONCLUSIONS
The role of transfers in employee career development is an effort made to provide opportunities for employees to expand their work experience, increase their knowledge and improve their skills. Mutations in career development involve the form of promotion or moving from a work position or work environment to another work position or work environment.
Based on the results of research regarding the analysis of the role of mutations in employee career development at the Lolofitu Moi Subdistrict Office, West Nias Regency, it can be concluded that:

The implementation of employee transfers at the Lolofitu Moi sub-district office has not been effective as there are still a number of employees who have not been transferred in the last few years. The implementation of transfers for employees at the Lolofitu Moi sub-district office has a positive impact which can increase employee productivity and motivation by providing experience, and new knowledge and eliminating boredom.

Career development for employees at the Lolofitu Moi sub-district office, West Nias Regency is important in improving employee performance and quality of work. The career development strategies at the Lolfitu Moi sub-district office are performance evaluation, training, transfers, and promotions.

There are several obstacles to career development for employees at the Lolfitu Moi sub-district office, namely limitations in training and promotion opportunities which depend on agency policies and quotas.

Based on the conclusions presented previously, the researcher provides suggestions that could be useful for the research object, as follows:

1) So that employee transfers at the sub-district office continue to be carried out so that the human resources of the Lolofitu Moi sub-district office employees get better and develop.
2) The government of the Lolofitu Moi sub-district office is expected to provide proposals for carrying out transfers for employees who have not been transferred in recent years.
3) The government of the Lolofitu Moi sub-district office is expected to increase employee training and development to help employees develop employee skills and knowledge.
4) To develop employee careers, it is hoped that existing training and education programs will continue to be implemented and improved.
5) It is hoped that further research will analyze more deeply the role of mutations in employee career development so that the research results will be better and more complete.

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