



MUTATION PATTERN BASED ON TALENT MANAGEMENT: CASE STUDY AT FINANCIAL AND DEVELOPMENT SUPERVISORY BOARD INDONESIA

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***Abstract.** The purpose of this research is to build a mutation pattern policy based on Justice, Certainty, and Benefit. this policy is associated with talent management that has been implemented in Financial and Development Supervisory Board (BPKP). The method used in this research is a case study method based on phenomena that occur in BPKP. the result of this research is the formation of a mutation pattern policy, namely mutations based on organizational needs with the pattern Organization - Organization - Domicile and mutations based on employee needs. With this mutation pattern policy, employees are expected to improve their performance. But this research does not further examine the effect of this mutation policy on employee performance and also does not consider other factors such as age, gender of employee and Fund to apply this policy*

***Keywords** Mutation employee, Rotation, Career development*

INTRODUCTION

The Financial and Development Board Supervisory (BPKP) is a non- ministerial government agency in Indonesia that has a strategic role in internal oversight of state/regional financial management and the implementation of national development. Initially, BPKP was established based on Presidential Decree Number 31 of 1983. In 2024, BPKP has 34 Representative Offices in Indonesia and work units within the Main Secretariat, Deputy, Inspectorate and Center offices in Jakarta. In ensuring that internal supervision can be carried out evenly to the regional level, BPKP needs to carry out good Human Resources Management (HRM) so that the results of internal supervision of each representative offices are also evenly distributed.

In realizing this concept, BPKP conducts HRM and career development. One of the career developments carried out is mutation policy. Employee mutation or rotation is an important strategy that can affect BPKP's performance. Mutation policy not only serves as a tool to develop employee skills and knowledge, but also as a mechanism to improve operational efficiency and effectiveness. Previous research shows that mutation

and rotation variables can have different impacts on employee performance. For example, a study at the BPJS Ketenagakerjaan Branch Office in Palu city found that the mutation variable had an insignificant and negative effect on employee performance, while the rotation variable showed a positive and significant effect (Sartika, et al., 2024)

This is also reinforced by the discovery of several problems, such as unclear criteria, mismatch of competence with new positions, and perceptions of injustice that can affect employee motivation. Employee mutation activities is still a very scary and stressful thing for employees. Employees still feel that the mutation pattern has not been implemented according to the principles of justice, certainty, and benefits for employees and organizations. This is reinforced by the fact that there are still employees who have never been transferred for more than 20 years, while on the other hand there are employees who have been transferred several times in a span of 5 years. Employees who are transferred in a short time cannot always be accepted by all employees and the more frequent mutations are carried out, the lower employee performance (Yunita, et.al, 2018). This condition shows that mutations can play important role in improving employee performance by providing opportunities for employees to develop new skills and adjust to various job challenges. Conversely, poorly managed mutations can lead to dissatisfaction and decreased performance. In addition, BPKP has also implemented talent management in accordance with BPKP Regulation Number 5 of 2020 concerning Talent Management, but talent management has not become the basis for implementing mutation patterns in BPKP.

Based on the above background, the author is interested in designing an effective mutation policy, which not only considers organizational needs but also employee welfare and career development.

LITERATURE REVIEW

1. Career

Behavioral science literature generally uses the term Career with 3 (three) definitions, namely:

- a. Career as a sequence of lateral promotions or transfers to positions of greater responsibility or to better locations within and/or across the hierarchy of employment relationships during a person's working life.

- b. A career is a guide to occupations that form a systemic pattern of progression and a clear career path.
- c. A career is a person's work history or a series of positions held during working life. In this context, all people with a work history are said to have a career (Yuliani, 2023).

From an organizational standpoint, clear career planning and development provides significant benefits to management efficiency. Career planning is a decision taken now about what will be done in the future. Meanwhile, career development is an effort to improve the ability of workers to handle various kinds of problems in the work or duties of employees (Yuliani, 2023).

2. Career Development

Career development is an organized planning strategy used to align employee goals with the business demands of an organization to build loyalty, it has a very good impact on employee loyalty (Purnamasari, 2019). The main focus of employee career development is how the organization will grow to face the company's current and future difficulties. Therefore, organizations in developing their careers need talent management.

Previous research shows the results that talent management affects employee career development (Damawati, 2021). However, there are different results stating that talent management has no significant effect on employee career development (Mengkuningtyas, 2021). Based on these two studies, it is necessary to explore in depth the relationship between talent management and employee career development.

3. Talent Management

Talent is the biggest element that makes up the strength of human resources, the other elements are knowledge and skills that can be obtained through the human resource development process (Wulan & Wulansari, 2021). Talent management is a series of strategic processes to identify, develop, and retain individuals with high potential to support the organization's business goals (Silzer & Dowell, 2010). Meanwhile, BPKP Talent Management is an employee career management system that is carried out by covering the stages of Talent Needs Analysis, Talent Identification, Talent Determination, Talent Development, Talent Retention, Talent Evaluation, Talent Placement, and Talent Monitoring which are prioritized to occupy target positions based

on the highest level of potential and performance through certain mechanisms that are carried out effectively and sustainably to meet the needs of BPKP (BPKP, 2020). Talent management is not just about managing current performance, but also building a pipeline for critical roles in the future (Collings & Mellahi, 2009). Talents Management related to organizational needs will make the organization more superior and quality (Angliawati & Fatimah, 2020).

In BPKP, Talent Management for Organization aims to:

- a. Improve the achievement of national development strategic objectives and improving the quality of public services.
- b. Find and prepare the best talents to fill key positions as future leaders and positions that support the organization's core business in order to optimize the achievement of organizational goals and accelerate national development.
- c. Encourage the improvement of professionalism, competence and performance of talents, as well as providing career clarity and certainty in order to accelerate sustainable career development.
- d. Realize succession planning that is objective, planned, open, timely, and accountable so as to strengthen and accelerate the implementation of the merit system at BPKP.
- e. Ensure the availability of talent supply to align the right employee with the right position at the right time based on the strategic goals, mission and vision of the organization.
- f. Balance career development needs.
- g. Build a climate of positive and transparent competition among employees to provide the best performance for BPKP.
- h. Build trust and increase employee engagement with the organization; and
- i. Strengthening BPKP's Government Internal Control System, namely Commitment to Competence and Healthy Policies on HR Development (BPKP: 2020).

Talent Management for employees aims to:

- a. Provide equal opportunities for career development.
- b. A means of realizing self-actualization through competency and career development; and
- c. Motivate to show good performance.

From the results of the talent management assessment, each employee will be included in 9 (nine) talent management boxes at BPKP, as follows:

Tabel 1. The Nine Talent Management Boxes

Performance	Above Expectation	6 High Performance Low Potential	8 High Performance Moderate Potential	9 High Performance High Potential
	Moderat Expectation	3 Moderate Performance Low Potensial	5 Moderate Performance Moderat Potensial	7 Moderate Performance High Potential
	Low Expectation	1 Low Performance Low Potential	2 Low Performance Moderate Potential	4 Low Performance High Potential
		Low	Moderate	High
		POTENTIAL		

After grouping all BPKP employees in the 9 talent management boxes, there are several recommendations for follow-up talent management boxes as follows:

Tabel 2. Catagories and Recommendation of Talent Management

KOTAK	KATEGORI	REKOMENDASI
9	High Performance High Potential	1. Promoted and Retained 2. Included in Agency/National Succession Plan Group 3. Reward
8	High Performance Moderate Potential	1. Retained 2. Included in BPKP Succession Plan Group 3. Rotation/Position Enrichment 4. Competency Development 5. Learning Assignment
7	Moderate Performance High Potential	1. Retained 2. Included in BPKP Succession Plan Group 3. Rotation/Position Enrichment 4. Performance Guidance
6	High Performance Low Potential	1. Rotation 2. Competency Development
5	Moderate Performance Moderat Potensial	1. Appropriate placement 2. Performance Guidance 3. Competency Development
4	Low Performance High Potential	1. Appropriate placement 2. Performance Guidance 3. Performance Counseling
3	Moderate Performance Low Potensial	1. Performance Guidance 2. Competency Development 3. Appropriate Placement

KOTAK	KATEGORI	REKOMENDASI
2	Low Performance Moderate Potential	1. Performance Guidance 2. Performance Counseling 3. Competency Development 4. Appropriate Placement
1	Low Performance Low Potential	1. Processed in accordance with the provisions of laws and regulations 2. Performance Counseling

4. Mutation

One of the recommendations in implementing talent management is mutation/rotation. Mutation is a change in position or place or work carried out either horizontally or vertically (promotion/demotion) within an organization (Hasibuan, 2019). Furthermore (Hasibuan, 2019) states that basically mutations are included in the employee development function, because the aim is to increase the efficiency and effectiveness of work in the organization. The purpose of mutation is to avoid boredom in a sometimes boring work routine (Huang, 1999). Based on this statement, it can be concluded that employee mutation is the transfer of employees from one place to another which includes the transfer of functions, responsibilities, employment status carried out horizontally or vertically with various objectives.

Planned transfers can support individual development, diversify work experiences and increase employee engagement. However, to be effective, it must be integrated with a talent management framework, including career development planning and performance management (Silzer and Dowell, 2010).

METHODS

This research uses a qualitative approach that is carried out systematically, factually, and accurately to reveal the facts, characteristics, and relationships of the phenomena studied. The research was designed using a case study design to describe the objective conditions of the research object. According to Creswell (1998), a case study is research in which the researcher explores a particular phenomenon (case) in a time and activity (program, event, process, institution or social group) and collects information in detail and in depth using various data collection procedures during a certain period (Wahyuningsih, 2013). Case studies aim to provide an in-depth and comprehensive

understanding of a problem or phenomenon so as to produce solutions or recommendations in the form of relevant policies (Mujab et al., 2023).

Data were collected through interviews, observation, and documentation. Primary data was obtained from in-depth interviews with the Head of Sub- Coordinator and staff of the personnel sub-section, relating to the mutation pattern in BPKP, as well as documents relevant to the process. Meanwhile, secondary data came from the results of observations, including observations of the mutation process at BPKP and other information that supports the primary data.

Data obtained through observations, interviews, and documentation were analyzed through a condensation process, namely the selection and simplification of data relevant to the research focus. The data was presented in a more focused and simple manner, allowing conclusions to be drawn based on the interpretation of the summarized data.

RESULTS

To ensure the availability of talent supply in all work units, BPKP needs to equalize employees. One of the policies that can be taken is to transfer employees. Mutation is a strategic policy carried out by the Financial and Development Supervisory Board (BPKP) to optimally manage human resources. This process aims to distribute employees to positions that suit the needs of the organization while providing career development opportunities for individuals. Mutations in government agencies in Indonesia are carried out based on applicable regulations, which include laws and regional regulations. The aim is to improve employee performance, productivity and career development, as well as to fill vacant positions. Despite the regulations, several studies have found corruption, collusion and nepotism. Factors such as political affiliation, family relationships, and closeness to superiors often lead to a mismatch between employee placements and their competencies (M. Ulfah, et. Al; 2020).

To solve mutation problems such as unclear criteria, mismatch of competence with new positions, and perceptions of injustice that can affect employee motivation in BPKP, it is necessary to build a clear mutation pattern model based on the principles of justice, certainty and usefulness. This model is associated with talent management that has been

implemented in BPKP based on BPKP Regulation number 5 of 2020 concerning Talent Management. The model designed by the author is as follows:

Tabel 3. Mutation Policy Proposal

NO	SUBSTANCE	Old Rules	ADVICE
1	Azas	-	Justice, Certainty, and Benefit
2	Legal Foundation	<ol style="list-style-type: none"> 1. Law of RI No. 5 of 2014 2. Government Regulation No. 16 of 1994 3. Government Regulation No. 192 of 2014 4. National Civil Service Agency Regulation No. 8 of 2019 	<ol style="list-style-type: none"> 1. Law No. 20 of 2023 on the State Civil Apparatus 2. Government Regulation. No. 11 of 2017 on Civil Servant Management 3. Government Regulation No. 192 of 2014 on the Financial and Development Supervisory Agency. 4. BPKP Regulation No. 5 of 2020 on Talent Management
3	Mechanism	4 Aspects, namely Formation, <i>Bezetting</i> , employee development, employee transfer requests.	14 Aspects, i.e., Considering Formation, <i>Bezetting</i> , domicile, unit tenure, tenure, zone and cluster, employee development, transfer request, and transfer between
4	Organizational Mutation Pattern	-	The order is Organizational Needs (O), Organizational Needs (O), Domicile (D) Continuously (O - O - D), taking into account talent management.
5	Work Zone Area	-	There are 3 zones, namely Beginner Zone, Development Zone, and Stabilization Zone.
6	Work Unit Grouping	-	There are 4 Clusters, I, II, III, and IV
7	Mutation of Employee	Considering specific reasons	Considering special reasons, approaching Pension preparation and location of Husband/wife.

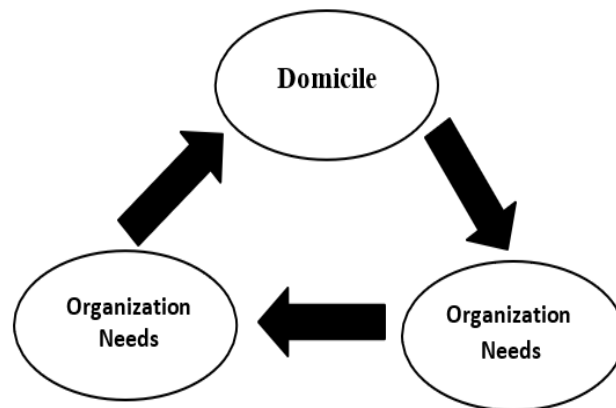
DISCUSSION

Employee transfers are carried out by the Human Resources (HR) Bureau by taking into account the formation and *Bezetting* (number of active employees in the work unit) of the originating agency and the destination agency for employee mutations. Mutations are carried out based on the mechanism of transfer by the organization, and / or transfer at their own request.

a. Mutation is carried out based on the transfer mechanism by the organization.

As a first step, all employees must determine the Representative Office where the employee is domiciled. Furthermore, the HR Bureau will map employees based on their length of work in each representative office (min. 5 year). The transfer model designed based on the transfer mechanism by the organization using the State Budget (APBN) is as follows:

Picture 1. Mutation Pattern Plan



Based on the figure above, it can be seen that employees can return to the work unit that is the employee's domicile when the employee has undergone a mutation carried out by BPKP to a work unit that is not the employee's domicile twice. This is done continuously as long as the employee is still actively working. The work unit area is divided into 3 placement zones and 4 Clusters, namely:

1. Beginner Zone, which is a work unit area aimed at introduction and first appointment in a higher position level.
2. The Development Zone, which is a work unit area that aims to add experience and develop the capacity that has been owned at the same level.
3. The Stabilization Zone, which is a work unit area that aims to stabilize job experience and develop personal capacity in the same position and/or in preparation for a higher position level.
4. Cluster is a work unit that is grouped based on the criteria of the number of local governments, the number of Regional-Owned Corporation, Local Own-source Revenue which is the object of internal supervision from BPKP. Cluster I is a large

category work unit, Cluster II is a medium category work unit, Cluster III is a small category work unit, and Cluster IV is a very small category work unit.

The details of the division of zones and clusters of each work unit in BPKP are as follows:

Tabel 4. Zone and Cluster of Mutation

No	ZONE	WORK UNIT	CLUSTER			
			I	II	III	IV
1	Beginner	BPKP Reperentatioive of Bangka Belitung		✓		
2		BPKP Reperentatioive of Gorontalo				✓
3		BPKP Reperentatioive of Kalimantan Tengah		✓		
4		BPKP Reperentatioive of Kalimantan Utara			✓	
5		BPKP Reperentatioive of Kepulauan Riau		✓		
6		BPKP Reperentatioive of Maluku Utara				✓
7		BPKP Reperentatioive of Nusa Tenggara Barat			✓	
8		BPKP Reperentatioive of Papua Barat				✓
9		BPKP Reperentatioive of Sulawesi Barat			✓	
10	Development	BPKP Reperentatioive of Aceh		✓		
11		BPKP Reperentatioive of Bali			✓	
12		BPKP Reperentatioive of Bengkulu		✓		
13		BPKP Reperentatioive of Jambi		✓		
14		BPKP Reperentatioive of Kalimantan Barat			✓	
15		BPKP Reperentatioive of Kalimantan Selatan			✓	
16		BPKP Reperentatioive of Kalimantan Timur			✓	
17		BPKP Reperentatioive of Lampung			✓	
18		BPKP Reperentatioive of Maluku				✓
19		BPKP Reperentatioive of Nusa Tenggara Timur			✓	
20		BPKP Reperentatioive of Papua				✓
21		BPKP Reperentatioive of Riau		✓		
22		BPKP Reperentatioive of Sulawesi Tengah				✓
23		BPKP Reperentatioive of Sulawesi Tenggara				✓
24		BPKP Reperentatioive of Sulawesi Utara				✓
25		BPKP Reperentatioive of Sumatera Barat		✓		
26	Development	BPKP Reperentatioive of Banten	✓			
27		BPKP Reperentatioive of D I Yogyakarta	✓			
28		BPKP Reperentatioive of DKI Jakarta	✓			
29		BPKP Reperentatioive of Jawa Barat	✓			
30		BPKP Reperentatioive of Jawa Tengah	✓			
31		BPKP Reperentatioive of Jawa Timur	✓			
32		BPKP Reperentatioive of Sulawesi Selatan				✓
33		BPKP Reperentatioive of Sumatera Utara		✓		
34		BPKP Reperentatioive of Sumatera Selatan			✓	
35		the Main Secretariat, Deputy, Inspectorate and Center offices	✓			

Based on the table 4, the organizational transfer model/pattern is designed as follows:

1. Employees who are in talent management boxes 1, 2, 3 and 4 and are in Cluster I work units, are recommended to move to Development Zone work units in Clusters II, III and IV.
2. Employees who are in talent management boxes 5 and 6 and are in Cluster I work units, are recommended to move to Development Zone and Stabilization Zone work units in Clusters I, II, III and IV.
3. Employees who are in talent management boxes 7, 8 and 9 and are in Cluster I work units, are recommended to move to Stabilization Zone work units in Clusters I, II, III and IV.
4. Employees who are in talent management boxes 1, 2, 3 and 4 and are in Cluster II, III, and IV work units, are recommended to move to Beginnig Zone and Development Zone work units in the same Cluster.
5. Employees who are in talent management boxes 5 and 6 and are in Cluster II, III, and IV work units, are recommended to move to the Beginning Zone and Development Zone work units in Clusters II, III, and IV.
6. Employees who are in talent management boxes 7, 8 and 9 and are in Cluster II, III and IV work units, are recommended to move to Development Zone and Stabilization Zone work units in Clusters I, II, III and IV.

b. Transfer on Own Request

That is the transfer of employees at their own expense. Employees have the opportunity to move at their own request 2 (two) times. Mutation of employees at their own request will be considered:

1. Unit tenure of at least 5 years.
2. Staffing needs in the destination work unit.
3. Reason for moving/rotation.
4. The opinion of the head of the work unit on the transfer request.
5. Retirement preparation period.

Transfer can also be made at one's own request for special reasons with no minimum unit service requirement, with reasons:

1. Health of the employee or her/his family.
2. Employees' lives are at risk.

3. Handling of immediate family members who require special attention.

CONCLUSION

Based on the discussion above, it can be concluded that BPKP should synergize the results of the talent management assessment towards the career development of each employee. Employees expect employee mutation activities to be carried out based on the principles of Justice, Certainty, and Benefit. One of the follow-up recommendations from talent management is employee mutation. Mutations can be carried out in 2 (two) ways, namely:

1. Mutation of organization needs through the design of an Organization - Organization - Domicile (OOD) transfer pattern and linked to the talent management box, and
2. Mutation of employee needs.

LIMITATION

This research still has limitations, because this research does not further examine the effect of this mutation policy on employee performance and also does not consider other factors such as age, gender of employee and Fund to apply this policy. It is recommended for future research to expand the research with other factors or variables outside of this study.

Based on the above conclusions, the suggestions in this article are that there are still many other factors that need to be explored and can be taken into consideration in transferring employees so that employees can understand the mutation decision is based on the principles of justice, certainty and benefit (3K). BPKP HR Bureau should socialize the mutation pattern to all employees so that employees understand the purpose and pattern of the mutation.

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