

# Analysis of Factors Affecting the Preferences of Civil Servants in Determining the Mutation Zone in the Directorate General of State Assets Management, Ministry of Finance, Republic of Indonesia

Randy Dwi Pranaputra, Suwadi Tristiyawan, Wirto  
Magister of Management  
Mercubuana University, Jakarta

**Abstract:-** This research aims to understand the preference of civil servant and factors that influence them on deciding assignment location.

The method used in this research is exploratory type that aims to understand the preference of civil servant and factors that influence them on deciding assignment location.

The population of this research is Civil Servant of Directorate General of State Asset Management (DGSAM) and sample of this research are 3263 employees by using sampling technique.

Distribution of employees in the environment DGSAM conducted on 4 zones, namely zone 1 covers the Java region, zone 2 includes several areas of Java, some areas of Sumatra, some areas of Bali, some areas of Kalimantan and some areas of Sulawesi, Zone 3 cover some areas of Sumatra, and some areas of Sulawesi and Zone 4 cover some areas of Sumatra, some areas of Kalimantan, some areas of Sulawesi and all regions of Papua.

The results showed that DGSAM Employee Preferences in choosing the assignment zone is 70% choose Zone 1, 20% choose zone 2, 7% choose zone 3, and 3% choose zone 4 while factors affecting employee preference in determining assignment zone is 23 % choosing Transportation Facility Going to Jakarta, 21% choosing Education Facility, 20% choosing Living Cost Standard, 16% choosing Health Facility, 15% choosing Social Resource and Security, and 5% choosing Economic and Entertainment Infrastructure. This indicates that employees in the DGSAM majority want to be assigned in Zone 1 and the main consideration in determining the assignment is the Transportation Facility to Jakarta followed by consideration on education facilities and living cost standards.

**Keywords:-** Employee Placement, Preference, Ministry of Finance, Indonesia.

## I. INTRODUCTION

The success of the government organization as a unit of service to the community in carrying out its mission is determined by the existence and performance of civil servants. Civil Servants not only as an element of the state apparatus, but also as servants of state and public servants who live in the community and work for the benefit of society. To establish The Civil Servants (PNS) as intended above, the civil servants need to be fostered as well as possible and put into development. One form of development of civil servants is mutation as an embodiment of organizational dynamics that serves as one way to achieve organizational goals. Mutation of employees in Kapuas District is a routine activity to place the right man on the right place, either in the form of horizontal mutation (job transfer) and also the vertical mutation (promotion and demotion). However, this study only focused on the factors that affect the preferences of civil servants in determining the zone of mutations in the Directorate General of State Assets Management (DGSAM), Ministry of Finance.

DGSAM as one of Echelon I in Ministry of Finance Works Environment has the task of formulating and implementing technical policies and standardization in the field of state assets, state receivables, and auctions. DGSAM must pay attention to employee satisfaction in carrying out its duties. DGSAM organizational structure is in accordance with Minister of Finance Regulation No. 234/PMK.01/2016 About the Organization and Working Procedures Ministry of Finance and PMK No. 170/PMK.01/2012 About the Organization and Working Procedures Vertical Instances on Directorate General of State Assets Management as its revised with PMK No. 263/PMK.01/2016 consists of

1. Secretariat
2. 7 Directorates
3. 17 Regional Offices
4. And 71 State Asset and Auction Service Office (SAASO)

The structure shows that DGSAM has vertical offices spread all over Indonesia. In accordance with the General Director of State Property Regulation No. 9/KN/2014 on the Mutation Pattern Implementation In the Directorate General of

State Assets Management, the mutation zone is divided into 4 zones. The division of the zone is based on several factors, namely Transportation Facility on Going to Jakarta, Educational Facilities, Living Cost Standard, Health Facilities, Social and Security Resources, and Infrastructure Economy and Entertainment. The Zone Division is as follows.

No	ZONE I	No	ZONE II
1	Head Offices of DGSAM	1	DGSAM Regional Offices of North Sumatera
2	DGSAM Regional Offices of Banten	2	DGSAM State Asset and Auction Service Office of Medan
3	DGSAM State Asset and Auction Service Office of Serang	3	DGSAM Regional Offices of Riau, West Sumatera, and Riau Island
4	DGSAM State Asset and Auction Service Office of Tangerang I	4	DGSAM State Asset and Auction Service Office of Padang
5	DGSAM State Asset and Auction Service Office of Tangerang II	5	DGSAM State Asset and Auction Service Office of Pekanbaru
6	DGSAM Regional Offices of Special Region of Capital City Jakarta	6	DGSAM State Asset and Auction Service Office of Batam
7	DGSAM State Asset and Auction Service Office of Jakarta I	7	DGSAM Regional Offices of South Sumatera, Jambi and Bangka Belitung
8	DGSAM State Asset and Auction Service Office of Jakarta II	8	DGSAM State Asset and Auction Service Office of Palembang
9	DGSAM State Asset and Auction Service Office of Jakarta III	9	DGSAM Regional Offices of Lampung and Bengkulu
10	DGSAM State Asset and Auction Service Office of Jakarta IV	10	DGSAM State Asset and Auction Service Office of Bandar Lampung

11	DGSAM State Asset and Auction Service Office of Jakarta V	11	DGSAM State Asset and Auction Service Office of Tasikmalaya
12	DGSAM Regional Offices of West Java	12	DGSAM State Asset and Auction Service Office of Jember
13	DGSAM State Asset and Auction Service Office of Bandung	13	DGSAM State Asset and Auction Service Office of Pamekasam
14	DGSAM State Asset and Auction Service Office of Bekasi	14	DGSAM Regional Offices of West Kalimantan
15	DGSAM State Asset and Auction Service Office of Bogor	15	DGSAM State Asset and Auction Service Office of Pontianak
16	DGSAM State Asset and Auction Service Office of Purwakarta	16	DGSAM State Asset and Auction Service Office of Banjarmasin
17	DGSAM State Asset and Auction Service Office of Cirebon	17	DGSAM State Asset and Auction Service Office of Balikpapan
18	DGSAM Regional Offices of Central Java and Special Region of Yogyakarta	18	DGSAM Regional Offices of Bali and Nusa Tenggara
19	DGSAM State Asset and Auction Service Office of Semarang	19	DGSAM State Asset and Auction Service Office of Denpasar
20	DGSAM State Asset and Auction Service Office of Surakarta	20	DGSAM State Asset and Auction Service Office of Mataram
21	DGSAM State Asset and Auction Service Office of Pekalongan	21	DGSAM Regional Offices of South, Southeast, and West Sulawesi
22	DGSAM State	22	DGSAM State

	Asset and Auction Service Office of Tegal		Asset and Auction Service Office of Makassar
23	DGSAM State Asset and Auction Service Office of Yogyakarta		
24	DGSAM State Asset and Auction Service Office of Purwokerto		
25	DGSAM Regional Offices of East Java		
26	DGSAM State Asset and Auction Service Office of Surabaya		
27	DGSAM State Asset and Auction Service Office of Sidoarjo		
28	DGSAM State Asset and Auction Service Office of Malang		
29	DGSAM State Asset and Auction Service Office of Madiun		

5	DGSAM State Asset and Auction Service Office of Pangkal Pinang	5	DGSAM State Asset and Auction Service Office of Dumai
6	DGSAM State Asset and Auction Service Office of Bengkulu	6	DGSAM State Asset and Auction Service Office of Lahat
7	DGSAM State Asset and Auction Service Office of Metro	7	DGSAM State Asset and Auction Service Office of Singkawang
8	DGSAM Regional Offices of South and Central Kalimantan	8	DGSAM State Asset and Auction Service Office of Tarakan
9	DGSAM State Asset and Auction Service Office of Palangkaraya	9	DGSAM State Asset and Auction Service Office of Bontang
10	DGSAM State Asset and Auction Service Office of Pangkalan Bun	10	DGSAM State Asset and Auction Service Office of Bima
11	DGSAM Regional Offices of East and North Kalimantan	11	DGSAM State Asset and Auction Service Office of Pare-Pare
12	DGSAM State Asset and Auction Service Office of Samarinda	12	DGSAM State Asset and Auction Service Office of Palopo
13	DGSAM State Asset and Auction Service Office of Singaraja	13	DGSAM State Asset and Auction Service Office of Gorontalo
14	DGSAM State Asset and Auction Service Office of Kupang	14	DGSAM State Asset and Auction Service Office of Ternate
15	DGSAM State Asset and Auction Service Office of Kendari	15	DGSAM Regional Offices of Papua and Maluku
16	DGSAM Regional Offices of North and Central Sulawesi, Gorontalo, and North Maluku	16	DGSAM State Asset and Auction Service Office of Ambon
17	DGSAM State Asset and Auction Service Office of Manado	17	DGSAM State Asset and Auction Service Office of Jayapura
18	DGSAM State Asset and Auction Service Office of	18	DGSAM State Asset and Auction Service Office of

No	ZONE III	No	ZONE IV
1	DGSAM State Asset and Auction Service Office of Pematang Siantar	1	DGSAM Regional Offices of Aceh
2	DGSAM State Asset and Auction Service Office of Kisaran	2	DGSAM State Asset and Auction Service Office of Banda Aceh
3	DGSAM State Asset and Auction Service Office of Bukittinggi	3	DGSAM State Asset and Auction Service Office of Lhokseumawe
4	DGSAM State Asset and Auction Service Office of Jambi	4	DGSAM State Asset and Auction Service Office of Pada Sidimpuan

	Palu		Sorong
		19	DGSAM State Asset and Auction Service Office of Biak
		20	DGSAM State Asset and Auction Service Office of Mamuju

➤ *Issues Formulation*

The Directorate General of State Assets Management has a working area spread throughout Indonesia. There is an assignment area that becomes the primary choice of employees and factors that influencing the selection of this area.

**Purpose**

The purpose of this research is to understand several things as follows.

- Which assignment areas are the main choices of civil servants in DGSAM.
- Which factors are the main considerations in the selection of assignment areas.

**II. THEORETICAL FRAMEWORK**

Employee placement is the process of assigning a new employee to a position within his or her sphere of authority where the employee will have a reasonable chance for success (Dessler, 2008). Kumar and Sharma (2001) define placement as the determination of the job to which an accepted candidate is to be assigned. Employee placement is important in an organization because it affects the employee’s performance.

Employee performance in any organization is reflected in the effectiveness and efficiency with which goals and objectives are achieved (Sousa, Aspinwall, Sampaio and Rodrigues, 2005) One good practice recommended for excellent employee management is effective placement. Dessler (2008) holds that faulty placement can result in poor employee performance which in turn could lead to reduced organizational efficiency, increased attrition, threats to organizational integrity, and frustration of personal and professional ambitions. Conversely, he argues that proper placement fosters personal growth, provides a motivating climate for employees, maximizes performance, and increases the probability that organizational goals will be met.

In support, Kumar and Sharma (2001) suggest that proper placement of workers reduces employee turnover, absenteeism and accident rates, and improves morale, all of which have implications on overall employee performance and productivity in the organization. Employee placement entails executing proper induction by developing an induction plan and implementing it.

**III. RESEARCH METHOD**

The research was conducted by using the survey where the respondents are DGSAM employees either at Head Office, in Regional Office, or in State Asset and Auction Service Office by using Application of Mutation Preference System (SiPrita).

With this application employees are given the option to make selection of 4 offices in the assignment zone where in 1 zone there are 2 offices choices at maximum. This application has been run for 3 years and become consideration of employees in planning the place of assignment in accordance to the place that they desired. Therefore, it is important to analyze the results of the selection of mutation zones conducted by DGSAM employees and to survey the factors that become the main consideration of the employee in accordance with the priority scale in determining the choice.

There are six factors to be used as material to be selected according to priority which is:

- Transportation Facility to Jakarta,
- Education Facilities,
- Living Cost Standards,
- Medical Facilities,
- Social and Security Resources,
- Economic and Entertainment Infrastructure.

**IV. DATA COLLECTION**

Total data submitted to the questionnaire are 3263. The detail is as follows.

*Respondents*

NO.	MANAGEMENT LEVEL		STAF LEVEL		TOTAL
	MEN	WOMEN	MEN	WOMEN	
TOTAL	760	181	1549	773	3263
	941		2322		

**V. RESULT**

According to the data which sampled from SiPrita application it showing works mutation preferences of DGSAM employees and factors which become consideration of employees in determining the choices. Then the obtained survey data from SiPrita shown in the table below.

**PLACEMENT PREFERENCE  
WOMEN RESPONDEN**

NO.	ZONA	MANAGEMENT LEVEL	STAF LEVEL	TOTAL	PERCENTAGE
		WOMEN	WOMEN		
1	ZONA I	130	538	668	0,70
2	ZONA II	40	168	208	0,22
3	ZONA III	8	52	60	0,06
4	ZONA IV	3	15	18	0,02
<b>TOTAL</b>		<b>181</b>	<b>773</b>	<b>954</b>	<b>1,00</b>

**PLACEMENT PREFERENCE  
MEN RESPONDEN**

NO.	ZONA	MANAGEMENT LEVEL	STAF LEVEL	TOTAL	PERCENTAGE
		MEN	MEN		
1	ZONA I	573	1031	1604	0,69
2	ZONA II	138	313	451	0,20
3	ZONA III	37	133	170	0,07
4	ZONA IV	12	72	84	0,04
<b>TOTAL</b>		<b>760</b>	<b>1549</b>	<b>2309</b>	<b>1,00</b>

**PLACEMENT PREFERENCE  
STAF LEVEL RESPONDEN**

NO.	ZONA	STAF LEVEL		TOTAL	PERCENTAGE
		MEN	WOMEN		
1	ZONA I	1031	538	1569	0,68
2	ZONA II	313	168	481	0,21
3	ZONA III	133	52	185	0,08
4	ZONA IV	72	15	87	0,04
<b>TOTAL</b>		<b>1549</b>	<b>773</b>	<b>2322</b>	<b>1,00</b>

**PLACEMENT PREFERENCE  
MANAGEMENT LEVEL RESPONDEN**

NO.	ZONA	MANAJEMENT LEVEL		TOTAL	PERCENTAGE
		MEN	WOMEN		
1	ZONA I	573	130	703	0,75
2	ZONA II	138	40	178	0,19
3	ZONA III	37	8	45	0,05
4	ZONA IV	12	3	15	0,02
<b>TOTAL</b>		<b>760</b>	<b>181</b>	<b>941</b>	<b>1,00</b>

**PLACEMENT PREFERENCE  
SUMMARY**

NO.	ZONA	MANAGEMENT LEVEL		STAF LEVEL		TOTAL	PERCENTAGE
		MEN	WOMEN	MEN	WOMEN		
1	ZONA I	573	130	1031	538	2272	0,70
2	ZONA II	138	40	313	168	659	0,20
3	ZONA III	37	8	133	52	230	0,07
4	ZONA IV	12	3	72	15	102	0,03
<b>TOTAL</b>		<b>760</b>	<b>181</b>	<b>1549</b>	<b>773</b>	<b>3263</b>	<b>1,00</b>
		<b>941</b>		<b>2322</b>		<b>3263</b>	<b>100%</b>

**PRIORITY CONSIDERATION OF SELECTION OF  
PLACEMENT ZONE**

Ranking	Parameter	Number of Voter	Percentage
1	Transportation Facility Toward Jakarta	750	23%
2	Education Facilities	685	21%
3	Living Cost Standards	653	20%
4	Health Facilities	523	16%
5	Social Resources and Safety	489	15%
6	Economic and Entertainment Infrastructure	163	5%
<b>Total</b>		<b>3263</b>	<b>100%</b>

**VI. CONCLUSION**

DGSAM Employee Preferences in choosing the assignment zone is 70% choose Zone 1, 20% choose zone 2, 7% choose zone 3, and 3% choose zone 4 while factors affecting employee preferences in determining assignment zone is 23% choose Transportation Facility To Jakarta, 21% choose Education Facilities, 20% choose Living Cost Standard, 16% choose Medical Facilities, 15% choose Social and Security Resources, and 5% choose Economy and Entertainment Infrastructure. This indicates that employees in the DJKN majority want to be assigned in zone 1 and the main consideration in determining the assignment is the Transportation Facility to Jakarta followed by consideration of educational facilities and living cost standards. Table showing gender split, but both male and female voters, showing the same trend. Gender has no effect in zone selection.

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