

# The Influence of Work Experience on Job Rotation (Case Study on Post Office Manager in Regional IV Jakarta)

Agung Surya Dwianto\*  
Doctoral Student Program  
Universitas Negeri Jakarta

Prof. Dr. Madhakomala, M.Pd  
Lecturer in Doctoral Program  
Universitas Negeri Jakarta

Prof. Dr. Hamidah, Msi.  
Lecturer in Doctoral Program  
Universitas Negeri Jakarta

**Abstract**—Job rotation is one of the tools used by management in order to develop the competencies of its employees. In addition, job rotation can also be used as a way to avoid stress or pressure on employees. With the job rotation program that is carried out regularly, this can help increase the productivity of existing employees in an organization. Empirically, the job rotation program carried out by an organization, in addition to developing competence, reducing pressures faced, and increasing employee productivity, this job rotation program also serves to prevent fraud in the organization. How important the effects produced by job rotation, the organization must do it well and regularly. One of the factors that influence the success of job rotation is the work experience of the employee to be rotated. This study aims to analyze the effect of work experience on job rotation in PT Pos Indonesia Regional IV Jakarta. The results showed that the work experience variable had a significant positive effect on job rotation ( $p = 0.005$ ). Model fit with existing data based on Goodness-of Fit Index criteria with the results of Chi Square evaluation of 1100,906, with a significance level of 0.056 and RMSEA values (0.021), GFI (0.783), AGFI (0.762), CMIN / df (1.071), TLI (0.983) and CFI (0.984).

**Keywords**— *Work Experience, Job Rotation, Pos Indonesia, SEM Analysis*

## I. INTRODUCTION

Tides color the long journey of two and a half centuries more PT. Indonesian post. The golden age of the postal industry existed in the 1970s and 1990s. The community of postal service users is very loyal to use the postal service. But the rapid development of information and communication technology, lifestyle changes, and the trend of liberalization of the postal services business, has made Pos Indonesia experience a very significant business shift. As experienced by many postal companies in the world, in the era of the 2000s Pos Indonesia's performance also experienced a sharp decline in performance. The mailing business declined dramatically. The use of short messages via cellular phones and the internet replaces individual postal letters. Likewise, competition in shipments of goods with private courier companies makes the Pos Indonesia market share increasingly eroded.

One important factor that needs serious attention from management to make improvements towards a better direction is the HR factor. The factor to improve the quality of human resources is the biggest internal challenge in lifting the company's performance to face intense competition in the courier service industry. And one of the important problems faced by the Management of PT. Pos Indonesia, particularly Regional IV Jakarta, is how it can improve the work productivity of its employees, especially the performance of first-line managers who work in a UPT (technical

implementation unit), or commonly referred to as the Post Office.

The role of managers in a company in this case the Post Office is very important. Managers at a Post Office are the lowest / foremost structural hierarchy functions in a company. It is through the manager at the post office that the company's work programs can be well known and understood by all employees.

The above explanation is in accordance with research conducted by the Gallup research institute conducted in 2012, which states that "Inept (incompetent) managers incur billions of dollars in costs each year, even bringing down companies. Added, that from research conducted over two decades and involving about 27 million employees in the United States, it was found that managers with a low level of ability (bad) occupy 82% of the number of existing managers. Managers contribute to at least 70% of the variance in the value of employee engagement (employee engagement) in all business units. This means that it can be concluded that the presence of a bad manager in a company causes most employees to fail to develop and contribute to the place where they work".

For this reason, in order to improve the performance of its managers, organizations need to pay attention to improving the quality of managers, in order to obtain the appropriate competencies as expected by the company. Where One way to develop and improve competencies possessed by managers, is through job rotation.

According to Roger Chevalier [1] in his book entitled *A Manager's Guide To Improving Workplace Performance*, said that " Job rotation is another way is another way of adding motivators, addressing some of the core dimensions of a job. By moving your people through the various task that need to be done, they will gain a better understanding of the work (task identity) and will see its importance (task significance), and they will also expand their skills (variety of skills). While Dressler added "Job Rotation is to move managers from one department to another, in order to broaden their understanding of the business and to test their abilities"[2]

Meanwhile, what is meant by work experience is how long or how many years of work owned by a manager, and has been given parts or departments that have been held by the manager during his career in the company (the type of work and position once occupied by the manager, as well as how long he has been in office).

According to Nitisemito [3] work experience is the mastery of employees' knowledge and skills measured by the length of work, the level of knowledge and skills possessed by

employees. Experience can only be gained through the workplace.

The influence of work experience on job rotation has been done by researchers before one of them is Cheraskin and Steven. The results showed that work experience possessed by an employee makes the job rotation program can run more effectively. This brings a positive influence, which can make them work better [4].

## II. LITERATURE REVIEW

### A. Job Rotation

As it is known that job rotation is one of the ways that is often taken by an organization, in order to develop, enrich, and also expand the ability of employees regarding work in that organization. Truss [5] suggested that "job rotation/job rotation, is able to improve skills in a variety of jobs. Meanwhile, according to Pynes [6], "Job rotation is by assigning employees periodically, to be placed in a completely different part from the previous section. Griffin and Moorhead [7] stated that "the implementation of job rotation carried out systematically" moving "employees from one job (part) to another job (part), is in order to minimize the monotonous conditions and boredom that descends on employees. In line with Griffin and Moorhead, George and Jones [8] also said that "job rotation is carried out by assigning employees to different jobs, and is carried out regularly.

McShane and Von Glinow [9] stated "Job rotation / job rotation is a practice carried out by companies in order to keep employees excited by moving (moving) employees, from one job to another. Meanwhile, Armstrong (2009) states "Job rotation is a program carried out by a company by moving employees from one department to another, to do different jobs.

Agreeing with Armstrong; Lepak and Gowen states "The definition of job rotation (job rotation) is the transfer of employees from one job to another within the organization, in order to provide a complete and comprehensive understanding of all operational aspects in the organization [10, 11].

The same thing was expressed by Wagner and Hollenbeck [12] stated that "Rotation of work carried out by companies not only reduces the stress (stress) due to saturation of a job, but vice versa job rotation is also able to improve employee qualifications for various kinds of jobs in the organization.

### B. Work Experience

Work experience is as a measure of the length of time or years of work that has been taken by someone in understanding the tasks of a job and have done it well [13]. Another opinion states that work experience is the length of time a person carries out the frequency and type of tasks according to his ability [14]

Work experience according to Berger and Berger is the process of forming knowledge or skills about the method of a job because of the involvement of the employee in carrying out work tasks [15]. Meanwhile, according to Schermerhorn, it is argued that work experience can deepen and expand work skills because the more often a person does the same work, the more skilled and faster he completes the work [16]

Gibson argued that "experience in work by itself can improve work ability and quality, because the more variations

in work and objects are also more intensive than the work experience received by the person concerned [17]. Meanwhile, Williams said that "experience based on length of work is work experience that is calculated based on a unit of time or year" [18].

Meanwhile, according to Knoers and Hadinoto stated that "work experience is as a process of learning and the development of potential developmental behaviour both from formal and non-formal education or can be interpreted as a process that brings someone to a pattern of higher behaviour" [19].

According to Newstrom "work experience is the mastery of employees' knowledge and skills measured by the length of work, the level of knowledge and skills possessed by employees. Experience can only be obtained through the workplace"[20]

Whereas John Dewey said that "experience does not refer only to something that is happening in the inner life, or something that is behind the sensory world that can only be achieved with reason or intuition" [21].

The work experience according to Mullins is defined "as something or ability possessed by employees in carrying out the tasks assigned to him" [22]

### C. Relationship of work experience to job rotation

Teakleab and Tesluk [23] who examined the A Longitudinal Study of Team Conflict, Conflict Management, Cohesion, and Team Effectiveness in his research showed that work experience has a positive and direct influence on team cohesion and moderate the relationship between relationship conflict and team cohesion and conflict between work and job rotation.

Huselid et.al [24] examined the Technical and Strategic Human Resource Management Effectiveness As Determinants Of Firm Performance analysis results indicate that Effectiveness is associated with the capabilities and attributes of HR staff. Where found a positive relationship between the effectiveness of management and HR productivity, and work experience on job rotation rotations. Based on the literature review and the results of previous studies above, the following hypotheses can be submitted:

**H<sub>a</sub>**: work experience has a positive and significant effect on job rotation.

### D. Research Hypothesis

The hypothesis is a conjecture or a temporary answer to a problem whose truth still needs further testing. Based on the above problems, as an answer while the authors make the following hypothesis:

**H<sub>a</sub>**: work experience has a positive and significant effect on job rotation with managers at Regional IV Indonesia Post Office.

## III. RESEARCH METHODOLOGY

### A. Population

The population is the overall observation that is the concern of research, in this study the population is all employees who served as managers in the post office. Sampling by using purposive sampling method by determining the criteria for respondents. In this study the research respondents were managers who were in a Post Office in the Regional IV Jakarta area.

**B. Data analysis technique**

To analyze the research data used statistical analysis techniques. The statistics used are descriptive and inferential statistics. Descriptive statistics are used for variables singly. While inferential statistics are used to test research hypotheses using path analysis. Hypothesis testing uses a significance level  $\alpha = 0.05$ . Based on the hypothetical model created that the endogenous variable in this study is job rotation (Y), while the exogenous variables are; work experience (X).

**C. Statistics Hypothesis**

Based on the research hypothesis formulation, the statistical hypotheses tested in this study are as follows: Test the hypothesis of the direct effect of work experience (X1) on job rotation (Y). Hypothesis tested:

**H0:**  $\beta y1 \leq 0$

**H1:**  $\beta y1 \geq 0$

**D. Hypothesis Testing**

From the results of calculations through confirmatory factor analysis and structural equation models, the models in this study were declared acceptable. The measurement results have met the criteria for goodness of fit with *Chi-square value* = 1100,906; *P-value Chi-Square* = 0.056; *CMIN/DF* = 1,107; *AGFI* = 0.762; *GFI* = 0.783; *TLI* = 0.983; *CFI* = 0.984 and *RMSEA* = 0.021. Furthermore, based on the fit model, a test of the hypotheses proposed in this study will be tested, which is summarized in the following Table 1.

The output results in the table above the estimated parameters between Work Experience (X) to Job Rotation (Y) show significant results with a p value of 0.006 < 0.05 and a value of C.R = 2.768 or C.R  $\geq \pm 2.00$ . So the hypothesis (Ha) which states that Work Experience has a significant positive effect on Job Rotation for employees at the Jakarta Regional IV Jakarta Post Office, is accepted.

TABLE I. SUMMARIZED HYPOTHESES TESTING BASED ON THE FIT MODEL

			Estimate	S.E.	C.R.	P	Decision
Job Rotation	←	Work Experience	0,250	0,090	2,768	0,006	Ha accepted

**Ha:** work experience has a positive and significant effect on job rotation with managers at Regional IV Indonesia Post Office.

**IV. MANAGERIAL DISCUSSION AND IMPLICATIONS**

**A. Effect of Work Experience on Job Rotation**

The manager must consider several factors that a worker has in order to place or rotate job transfers for his employees. These factors may greatly affect the continuity of a company. One of these factors is work experience.

The results of this study stated that work experience has a positive and significant effect on job rotation, especially for employees in PT Pos Indonesia Regional IV Jakarta. The results of this study support the results of previous studies conducted by Teakleab and Tesluk [23] and Huselid et al [24]. Managerial implication for PT Pos Indonesia is that in the future the company should provide the widest possible opportunity for every employee who has high work experience and meets the requirements set to be given the opportunity to obtain promotion and a better career path through rotation of positions to occupy other positions are higher so that they are expected to be able to contribute more maximally to the progress of the company. Because basically work experience (work experience) is a reflection of the expertise and work skills possessed by an employee.

**B. Recommendation**

Based on the conclusions and research results above, there are some suggestions and recommendations that are expected to be used as input for improving the services and performance of PT Pos Indonesia Regional IV Jakarta in the future, as follows:

1. One of the main benchmarks that can be used as a guide in assessing an organization or company, especially those that provide public services such as PT Pos Indonesia is related to the performance of the institution. In this research, the focus point of the discussion is on the issue of Position Rotation in the PT Pos Indonesia environment with variables that influence it, namely Work Experience so that the final results of this study have not optimally

illustrated the real condition of the performance of PT Pos Indonesia in the eyes of its employees or the wider community that uses its services.

2. In further research, it is necessary to explore some of the problems in the PT Pos Indonesia environment, especially related to sensitive issues as a result of the shift in status of Pos Indonesia Employees from Civil Servants to Employees of the Company after changing the status of a legal entity to PT Pos Indonesia, especially related to issues of compensation, career path, organizational culture, leadership and so on.

**V. CONCLUSION**

Based on the results and previous discussion, it can be concluded that the work experience variable has a significant positive effect on job rotation ( $p = 0.005$ ). Model fit with existing data based on Goodness-of Fit Index criteria with the results of Chi Square evaluation of 1100,906, with a significance level of 0.056 and RMSEA values (0.021), GFI (0.783), AGFI (0.762), CMIN / df (1.071), TLI (0.983) and CFI (0.984).

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