

**Research Article****The Influence of Work Supervision on Job Rotation (Case Study on Post Office Manager in Regional IV Jakarta)\***Agung Surya DWIANTO <sup>1</sup>  R. MADHAKOMALA <sup>2</sup>  Hamidah, HAMIDAH <sup>3</sup> **Abstract**

Job rotation is a way undertaken by companies to motivate employees, especially employees who are in structural positions (managers). However, the rotation of positions that has been programmed by this company does not always run smoothly. Sometimes, the job rotation program planned by the company has caused protests from managers who feel that they have mastered the job in their current position. Therefore the job rotation program carried out by the company must be based on data and an accurate track record of the manager's performance, because this affects the supervisory tasks performed by the manager in the new place. This study aims to analyze the effect of supervision on the effectiveness of job rotation in PT Pos Indonesia Regional IV Jakarta. The results showed that work supervision variables had a significant positive effect on job rotation ( $p = 0.006$ ). 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 supervision, job rotation, pos indonesia**1. INTRODUCTION**

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. Through the manager at the post office, the company's work programs can be well known and understood by all employees. This is in line with research conducted by the Gallup research institute conducted in 2012, which states that incompetent managers have an impact on the cost of billions of dollars each year, which can even bring down companies. He added that from a study conducted over two decades and involving almost 27 million employees in the United States, it was found that managers with a low level of competency occupy 82% of the number of existing managers. Managers contribute to at least 70% of the variance in the value of 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, the company needs to pay attention to improving the quality of managers, in order to obtain the appropriate competencies as expected by the company. One way to develop and improve competencies possessed by managers, is through job rotation. According to Dressler "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" (Dressler, 2015). The above implies that one of the development methods that can be implemented by the company to develop the capabilities (qualifications) possessed by its managers, is through job rotation (job rotation). With the hope that through the rotation of positions will improve and develop the competencies of managers. A job that is

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routine and monotonous and only do the same thing for a long period of time can certainly lead to boredom or boredom where this will impact on morale and enthusiasm for work that will decline.

Roger Chevalier in his book entitled *A Manager's Guide to Improving Workplace Performance*, said that: "Job rotation is another way to add / renew employee motivation, by moving employees to other divisions to different divisions, from the previous field. It is hoped that by moving to these different sections, employees will get additional insights and broader and more comprehensive (overall) knowledge about operations that occur in the company. Of course it is expected that with the enrichment of skills like this, the results of the work obtained will be even better" (Chevalier, 2007). However, job rotation or rotation does not always run smoothly. It could be the job rotation plan (job rotation) that has been programmed by the company, causing protests from employees who feel they are already well-established in their current positions. Therefore the policy must be based on accurate data and information on individual performance, because it will affect the success of the supervisory duties performed by the employee (manager) affected by the mutation.

Robbins and Judge state that "Supervision is the monitoring of activities carried out to ensure that what is done is as planned, and correct any important deviations that occur" (Robbins and Judge, 2015). Based on the description of the theory put forward by Robbins and Judge, what is meant by work supervision both in quality and quantity is, ensure the duties and responsibilities carried by employees are carried out accordingly to the applicable SOP (standard operational procedure), the evaluate the result of the implementation of supervision carried out, as well as coaching and also mentoring so that employees can complete their task as expected by management. The influence of supervision on the success of job rotation has been done by researcher before one of them is Austin O. Opanrama and Lawrence I. Nwaeke (2015) result show that work supervision has an impact on the success of job rotation conducted by companies (Opanrama & Nwaeke, 2015).

## **1.1. Literature Review**

### **1.1.1. Job Rotation**

Human resource management is a part of management science that specialize in the discussion of the regulation of human roles in an organization. Dessler states that human resources management is the process of recruiting, training, evaluating and paying employees, and managing in terms of industrial relations, health, safety, and matters related to employee development (Dessler, 2011). Meanwhile, according to Armstrong "Human resource management can be defined as a concept that is strategic, integrated, and also an interrelated approach, related to the development and welfare of employee who work within the organization". (Armstrong, 20120).

From some of the above understanding, it can be concluded that Human Resource Management (HRM) is a concept of how to be able to manage human resources (HR) in an organization/company, in order to achieve the goals set. One form of management that aims to develop existing HR in the company, so that it can always display optimal performance is through 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 the organization. In addition, the job rotation program carried out by the organization also aims to anticipate or prevent boredom that engulfs employees due to too long, working in a work unit.

Job Rotation is part of one of the functions of human resource management, which is the development function. Job rotation in general includes the activities of finding, placing and utilizing the existing human resources in a company effectively and efficiently. Good job rotation is not only useful for the employees themselves, it is also useful for the company in achieving its goals. Ivancevich, Konopaske, and Matteson (2014) suggested that "job rotation / job rotation, is able to improve skills in a variety of jobs. Meanwhile, according to Newstrom (2015), "Job rotation is by assigning employees periodically, to be placed in a completely different part from the previous section. Griffin and Moorhead (2014) 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 (2012) also said that "job rotation is carried out by assigning employees to different jobs, and is carried out regularly. McShane and Von Glinow (2010) stated "Job rotation is a practice carried out by companies in order to keep employees excited by moving employees, from one job to another. Meanwhile, Locke (2012) states "Job rotation is a program carried out by a company by moving employees from one departement to another, to do different jobs. Agreeing with Locke, Lepak and Gowen (2013) states "The meaning of 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.

### **1.2. Work Supervision**

Supervision has important meaning for every organization. Supervision aims to get the results of the work carried out in an efficient (efficient) and effective (effective) manner, in accordance with a predetermined plan. Supervision is very important for every job in the organization, because through supervision can be monitored a variety of things that can harm the organization, such as mistakes in the implementation of work, shortcomings and weaknesses in the way of working, as well as obstacles experienced. According to Certo "Supervision is controlling the various tasks that are being completed and ensuring that employees complete their work in the specified ways" (Certo, 2013). Leslie and Byars argue "Supervision is the initial activity carried out by management within an organization, in order to encourage all work units to make a positive contribution, so that organizational goals can be achieved immediately. Supervision is arguably the most important part in an existing process in the organization, because without proper supervision will certainly produce unsatisfactory results, both for the organization itself and for its employees "(Leslie and Byars, 2010).

While Williams said "Supervision is a process of monitoring an activity that is happening towards the achievement of objectives, and taking corrective action (rectification) when the monitored activity is not going in the forward direction (in the right direction). The process of control over the activities being monitored, of course, uses standard reference regulations. Where, the standard standard reference provisions are used to compare actual performance with the achievements that should be obtained" (Williams, 2009). Williams added "The supervisory process starts when the manager sets goals that are indeed the stipulations of the company, such as setting targets to satisfy customers by up to 90%, or setting targets to increase sales by 5% over the previous period" (Williams, 2009).

### **1.3. Relationship between work supervision and job rotation**

Austin O. Oparanma and Lawrence I. Nwaeke (2015) the purpose of his research was to examine the effects of job rotation, work supervision and employee performance in business organizations. With regard to assessing, evaluating, and ensuring the overall impact of job rotation on productivity, improving skills, talents, and monitoring corrections to irregularities, the results in his research explain that there is a significant and beneficial relationship between job rotation, work supervision and employee performance. That skills and knowledge gained from job rotation increases productivity, and that job rotation helps even management in detecting and correcting mistakes. Based on this, it is recommended that work rotations must be practiced and management must establish an appropriate and up-to-date system of internal control, and that employees who feel that they want to do wrong should be punished for it.

Novianita Rulandari (2017) in a study entitled The Effect of Supervision and Professionalism on Staff Performance at the Office of Social Affairs in East Jakarta Administrative City. This study was conducted to analyze the effect of supervision oversight and professionalism on staff performance in the Office of Social Affairs in the City of East Jakarta Administration. This study took a sample of 50 respondents 156 staff (study population). This research uses a

quantitative descriptive approach where 2 independent variables and one dependent variable with dimensions and indicators are the basis of research in primary data collection through questionnaires. Each respondent was given a total of 36 closed ended questions. Research shows that there is a positive effect of work supervision, job rotation and professionalism on staff at the Office of Social Affairs in the City Administration of East Jakarta, both partially and simultaneously which ultimately builds a causal relationship mechanism ".

Supervision of work in an organization is very important. As we know that an organization, from time to time will continue to grow; developing in terms of size, number of businesses, and in terms of the number of individuals working in the organization. Therefore, in order to continue to exist and continue to grow in a positive direction, good competency is needed from all members of the organization. And one of the programs carried out by the company, in order to develop the competencies of its employees is through job rotation (job rotation). As the job rotation is done, it is expected that the skills / competencies of employees will increase because employees learn new types of work, with a variety of different tasks and responsibilities. With this complexity, it certainly will potentially lead to irregularities / deviations in the organization. That is why there is a need for good, measurable and planned supervision that will provide satisfying results, both for the organization itself and its employees.

This is supported by the theory put forward by Samuel C. Certo who states that "Controlling is overseeing the various tasks that are being completed and ensuring that they are done in the expected manner". Supervision is the control of various tasks that are being completed and ensure that employees complete their work in the manner specified.

#### **1.4. 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:

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

## **2. METHOD**

### **2.1. Research Design**

Data analysis used in this research is confirmatory factor analysis and full Structural Equation Model (SEM) with seven steps to evaluate goodness-of-fit criteria. It will also be explained about descriptive data obtained from research respondents. Descriptive research data are presented so that profiles of respondents' data and relationships can be seen between the variables used in the study. This descriptive data describes the condition or condition of the respondent as additional information to understand the results of the study.

### **2.2. Population and Sample**

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

### **2.3. Data Collection**

Data collection methods are systematic and standard procedures for obtaining quantitative data. In this study, the data collection method used was an interview. Interview is a method of collecting data by holding questions and answers with respondents, namely by using a questionnaire to be filled in with information by respondents during the interview. The source of research data comes from primary sources. Primary data were obtained through direct interviews with managers

who served in 12 Post Office located in Regional IV Jakarta. Data collection in this dissertation uses the following methods: First Stage (a) Preliminary survey, carried out in order to obtain the data needed in research to compile a list of questions, (b) Literature study of job rotation and job supervision issues, carried out by studying and reading the literature, to obtain theories that can be used as a source for the preparation of dissertations and secondary data as a comparison. The second stage, interviews using a questionnaire that has been prepared. The questionnaire was made in the form of a list of written questions to determine the extent of the manager's opinion regarding the effect of work supervision on job rotation, in a Post Office in Regional IV Jakarta area.

#### 2.4. Validity test

Validity test is done to find out whether the instrument used is precisely measuring what should be measured or not, so it can be said that the higher the validity of a test, the more accurate the test tool will be regarding the target. The validity value is basically the correlation value, which in this study will use the bivariate pearson correlation test.

#### 2.5. Reliability Test

Reliability Test is a measure of internal consistency of the indicators of a formation variable that shows the degree to which each indicator indicates a common formation variable (Ghozali, 2008). The reliability test aims to find out how far a measuring instrument can be relied on or trusted.

#### 2.6. 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 of  $\alpha = 0.05$ . Based on the hypothetical model created that the endogenous variable in this study is job rotation (Y), while the exogenous variable is work supervision (X).

#### 2.7. 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 supervision (X) on job rotation (Y). Hypothesis tested:  $H_0 : \beta_{y1} \leq 0$ ;  $H_1 : \beta_{y1} \geq 0$

### 3. FINDINGS

#### 3.1. Data Descriptions

A total of 160 post office employees in the Regional IV working area of Jakarta were made as research respondents, the reason for choosing the regional IV work area as the research object was because this region could represent the condition / condition of PT. Pos Indonesia as a whole. In Regional IV Jakarta there are 12 (twelve) Big Post Offices, including the Central Jakarta Post Office, South Jakarta Post Office, West Jakarta Post Office, East Jakarta Post Office, North Jakarta Post Office, Bekasi Post Office, Tangerang Post Office, Division E -Commerce, Post Processing Center / Mail Processing Center, Philately Post Office, KTSH, and KTPL.

#### 3.2. Profile of Respondents

Description of the identity or profile of respondents is one of the data analysis techniques used to provide an overview of the identity of respondents in this study by grouping research respondents into several groups including: gender, age, length of work and level of education,

**Table 1. Respondent by gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	96	60.0	60.0	60.0
	Woman	64	40.0	40.0	100.0
	<b>Total</b>	160	100.0	100.0	

**Table 2. Respondent base on age**

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 30 years old	30	20	12.5	12.5	12.5
	31 to 35 years old		13	8.1	8.1	20.6
	36 to 40 years old		13	8.1	8.1	28.8
	41 to 45 years old		17	10.6	10.6	39.4
	46 to 50 years old		52	32.5	32.5	71.9
	Above 50 years old	50	45	28.1	28.1	100.0
	Total		160	100.0	100.0	

**Table 3. Respondent base on length of work**

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 6 years old	7	7	4.4	4.4	4.4
	6 to 10 years old	20	20	12.5	12.5	16.9
	11 to 15 years old	18	18	11.3	11.3	28.1
	16 to 20 years old	15	15	9.4	9.4	37.5
	21 to 25 years old	19	19	11.9	11.9	49.4
	Above 25 years old	81	81	50.6	50.6	100.0
	Total		160	100.0	100.0	

**Table 4. Respondent base on education level**

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School equivalent	School	35	21.9	21.9	21.9
	Diploma (DI/DII/DIII)		73	45.6	45.6	67.5
	Bachelor (S1)		35	21.9	21.9	89.4
	Post Graduate (S2)		17	10.6	10.6	100.0
	Total		160	100.0	100.0	

### 3.3. Data Validity Test

Validity test is a test used to show the extent to which the measuring instrument used in measuring what is measured. Ghazali (2009) states that the validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. Test the validity of the



Dale (Sudarmato, 2009: 59) explains the knowledge possessed by a person can be categorized into two types, namely knowledge that is based and knowledge that is not based. The role determines what has been done for the community. Similarly explained by Donate and Pablo (2015), the role of determining what he does for society. This role can be related to a person's level of knowledge in carrying out his role. When a person plays a role in life, he will collect and learn facts, witness events, and get other pieces of information which are then added to the storage of memory and will be accessed when the person processes new information or prepares a reaction to an agency or other people, so that knowledge is information or information that is known or realized by someone (Agus, 2013). Therefore, Marta (2014) states that the role is a dynamic aspects, a person carries out his rights and obligations according to his position, so he carries out a role. The role is a dynamic aspect by carrying out rights and obligations according to his position, so it can be said that someone will carry out a role.

The results of the second hypothesis analysis produced findings that community participation had a direct positive effect on roles. Based on these findings it can be concluded that the role is directly affected positively by community participation. Increased community participation will lead to increased roles. The results of the study were supported by Hsu et al (2013) that community involvement in the implementation of the program cannot be separated from the role of the state apparatus in inviting and encouraging the community in the program.

Soekanto (2003) in Widodo (2009:9) also explains that in essence the role can also be formulated as a series of certain behaviors caused by a particular position. Then also, the role can be said as individual behavior that is important for the social structure of society. Where in each role aims that between individuals who carry out this role with the people around him who are involved, or, there is a relationship with that role, there is a relationship that is governed by social values that are accepted and obeyed by both parties so that it can make everyone those involved can participate in that role. Manzoor, Shah, and Saleem (2019) that policies that benefit the community will increase high participation from the community as well.

This emphasizes that if the policy benefits the community it will also increase high participation from the community. Robey et al (2018) support this and say the community's role is to provide input, implementation, supervision and evaluation. . . the community has an initiative where each member or community group participates horizontally with one another. Community involvement in the implementation of government programs cannot be separated from the role of the state apparatus in inviting and encouraging communities in the program. The community's role in providing something good is only input, implementation, supervision and evaluation. One form of community participation is horizontal participation, the community has an initiative where each member or community group participates horizontally with one another. This kind of participation is a sign of the beginning of the growth of a society that is able to develop independently so that it can affect one's role in efforts to encourage people to be involved both actively and passively (Siti Irene, 2001: 58).

Another explanation by Takyi (2015) explains that the role with the people around it is involved, or, in relation to that role, there is a relationship governed by social values that are accepted and adhered to by both parties so as to make everyone involved can participate in that role. This explains that every individual who carries out his role in synergy with the people around him so that he can establish relationships with the maximum governed by social values.

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