

The Influence of Job Rotation, Job Assignment and Mentoring on Talent Development Program

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Abstract.

This study aims to determine the effect of job rotation on talent development, the effect of job assignment on talent development, the effect of mentoring on talent development in the Regional Water Supply Company (PDAM) Sidoarjo, Indonesia. And to find out the simultaneous influence between job rotation, job assignment and mentoring on talent development for PDAM Sidoarjo employees. The population in this study was 580 employees of PDAM Sidoarjo. While the sample of this study is 85 employees of PDAM Sidoarjo which is calculated by Slovin formula. Data analysis was performed by multiple linear regression analysis. The results of the study show that job rotation influences talent development, job assignments affect talent development, mentoring influences the talent development of PDAM Sidoarjo, Indonesia. The results of the study also show that job rotation, job assignments, mentoring simultaneously influence the talent development of PDAM Sidoarjo, Indonesia.

Keywords: job rotation, job assignment, mentoring, talent development program.

1. Introduction

The development of the business today is very quickly. This is proved by more companies are present in Indonesia. The companies then compete with other companies to sell their products through various means which aims to get potential customers.

Talent management improves non-financial outcomes at enterprise level, such as the image of the company, time to change personnel, ability to aim business goals, excellence operational and satisfaction consumer [1]. Talent management places employees who have high performance in key organizational positions. [2] define talent management as an overall process from recruitment, placement, to development and planning for employee succession. Innovative

development programs must be able to foster trust and a willingness to change beliefs and routines that are not useful to be more useful [3].

From the background above then the research question can be drawn of whether job rotation, job assignment, and mentoring influence talent management program partially and simultaneously?.

2. Literature Review and Hypotheses

2.1. Talent Management

[4] states that the talent management as a collection of innovative actions and solutions that enable an organization to maximize the effectiveness of the use of talent. [5] states that talent as a power or ability owned by someone to repeatedly inspire and evoke emotions of

other persons. [6] states talent management as a process to identify, recruit, develop, maintain, and deploy talented people. [7], talent management is a process undertaken by the company to meet and anticipate the company's need for human resources. [8] defines that talent management is a way of managing talent in the organization effectively, the planning and development of succession in the company, the realization of self-development of employees to the maximum, and use of talents optimally. Leaders who can carry out positive transformational leadership can be associated with a style of hard work or better performance[9].

According to [10] talent management is a process to ensure a company fills the key position of future leaders and positions that support the unique skill and high strategic value. Talent management is a process that is done by the management of the companies to manage their talents in order to be competitive with other companies [11]. [10] states that the benefits of a talent management program is the continuous availability of employees who achieve their best potential respectively, able to develop public reputation to be a good place to work, while fostering loyalty of employees working in the company.

[10] Define talent management is a strategic management to manage the flow of talent within a company with the goal of ensuring the availability of talent supply to align the right employees with appropriate work at the right time based on the company's strategic objectives and priorities company. [7] defines talent management is a process that companies use to anticipate and meet their human capital needs. Finding the right people with the right skills for the right position. The focus of talent management is the strategic positions in the

form of managerial and executive positions.[12] defines strategic talent management is a planned and structured approach to recruit, retain and develop talented people within the organization. Talent management as a process in place to ensure that key positions within the company can be filled internally, establish a group of talent development center that consists of a set of human resources who have high skills. The goal is to hire people who have the ability to do the job well, the talented person can be developed to accept wider and greater responsibilities and the appointment and selection of such talented persons can be extracted from internal sources.

2.2. Job Rotation

The work rotation is expected to include the cross-training process of the employee itself, which in the process of moving from one job to another can positively give either to the employee itself or to the organization. Employees are rotated, is also expected to learn the job within the scope of organizations that are equally good skill and understanding in order to improve the productivity of the organization.

According to [13] job rotation is the process of moving people from one job to another. A technique used to reduce the monotony of an employee's routine. The Company has its own policies in the application of job rotation, there are periodical, monthly, semi-annual, yearly and not periodical. [14] explains that rotation as a periodic turnover for an employee from one task to another or from one job to another. Job Rotation has its own advantage in developing the capability of an employee to perform several different jobs.

[15] explains that job rotation has the following benefits: (a) increasing productivity; (b) creating

a balance between the energy and the position composition; (c) expanding or enhancing employee knowledge; (d) eliminating the employee's saturation or boredom of work; (e) provide employee stimulants to promote higher careers; (f) for the execution of penalties or sanctions ; (g) provide recognition and reward for his achievements; (h) proponents for a working spirit to increase through open competition; (i) better safeguards; (j) adjusting work to the employee's physical condition; (k) resolve disputes among employees. Rotation aims to transfer goals to employees to improve skills, knowledge, skills and competencies and which impact on their motivational effects with each other.

2.3. Job Assignments

Placement of employees is placing the right man for the right jobs, this is intended to make the placement of employees effective and the implementation of work can achieve satisfactory results. Proper employee placement will result in the ability to perform tasks well, creativity, high initiative, responsibility and ownership of the work.

[16] defines that placement is to allocate employees to specific job positions, especially to new employees according to their talents and skills. [17] explains that employee placement is putting a person on the job in accordance with his or her skills and knowledge in the organization or company. [15] states that employee placement is a follow-up of the selection, which is placing prospective employees who are accepted on job positions that need him and at the same time delegate authority to that person. [18] explains that employee placement is an activity undertaken by a manager to assign an employee to a job and a job in the organization.

Placement of employees to more effectively consider several indicators that may be very influential on the continuity of the company. According to [19] indicators that must be considered in placing employees, namely: (1) education, academic achievement is the achievement by the employee during the education level during the elementary school until the last education, combined with the achievements that have been obtained based on the selection that has been done to the employees concerned [20], (2) Experience, it is the process of forming knowledge or skills about the method of a job because of the involvement of the employee in the execution of job duties. The work experience is a measure of the length of time or working period that has been taken by a person to understand the tasks. The experience of working on the same kind of work needs to be considered in the placement of the labor force. The fact shows the longer the workforce, the more experience the workforce has. Conversely, the shorter the working period, the less experience gained, (3) Physical and mental health, the medical tests based on a report from a doctor attached to a cover letter or a special medical test held during selection which guarantees that labor is physically and spiritually healthy, (4) Marital Status, marriage is an arrangement between men and women to be husband and wife [21], (5) Age, it is the amount of time since a person was born until the time the study took place counted in units of years [22]. Placing workers labor factors of age who pass the selection should be considered accordingly. This is to avoid the low productivity generated by the workforce concerned. Generally older laborers, instead placed on jobs that do not require physical exertion and heavy responsibility, are adequately given a work in proportion to their physical condition.

Mentoring

Methods of development of workers can be done in various ways, one of them through the mentoring program. The development and improvement of human resource skills are an important part of creating employees who are able to follow organizational progress and business competition. [23] describes mentoring as a partnership between mentor (who guides) and mentee (who receives guidance). Mentoring is an interpersonal relationship in the form of awareness and support between an experienced and knowledgeable with an inexperienced man or a little knowledge.

According to Robert [24] mentoring is a method of obtaining knowledge which then led to a change in knowledge, behavior, and competencies of the mentoring participants. [25] explains mentoring is guidance given through demonstration, instruction, challenges and encouragement regularly over a period of

time. Mentoring is usually done by older individuals to improve the competence as well as the younger acts of individuals.

Mentor is a facilitator who works with an individual or group of people over a long period of time. Mentor seeks to build the wisdom of the ability to execute skills, knowledge and experience for new situations [26]. According to [27] mentoring is interpersonal relationships in the form of care and support between someone who is experienced and knowledgeable with someone who is experienced and who has less knowledge. Mentoring is a relationship between two people who provide opportunities for discussion that produces reflections, performs activities and tasks and learning for both which is based on support, constructive criticism, openness, trust, respect and willingness to learn and share [28]. Mentoring is a mutually beneficial relationship of someone who has more experience to less experienced individuals to identify and achieve common goals [28].

1.4. Research Model

The following research model in this study:

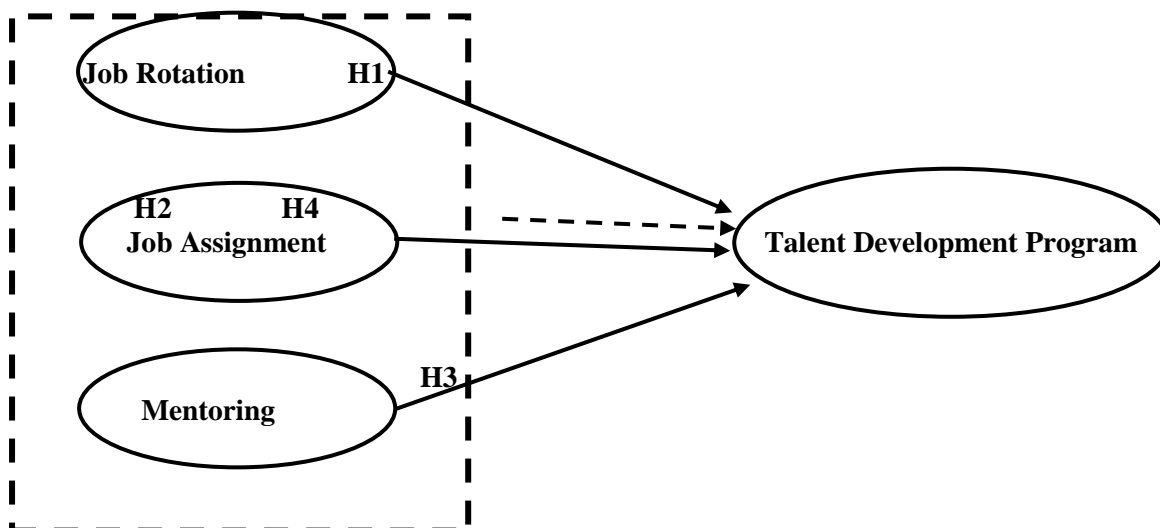


Figure 1. Research model.

2.6. Hypothesis

The following hypothesis is proposed:

H1 : job rotation has a significant effect on talent development program.

H2 : job assignment has a significant effect on talent development program.

H3 : mentoring has a significant effect on talent development program

H4 : job rotation, job assignment, and mentoring have simultaneously affects talent development program

3. Methods

This study uses a quantitative approach that is a research approach that uses data in the form of numbers from the results of survey responses that are distributed to research samples and analyzed using statistical analysis techniques [29].

Quantitative research is a research by examining how much the influence of independent variables on dependent variable [29]. Quantitative research is a set of interrelated constructs that are formed into propositions or hypotheses that determine the relationship between variables, usually in terms of direction or magnitude,[30]. This study has several variables that will be examined such as independent variables and dependent variables. Independent variables such as: job rotation, job assignment, and mentoring while the dependent variable is talent development. Data and information collection is done by distributing questionnaires to employees of PDAM Sidoarjo, Indonesia.

3.1. Population and Sample

The population used in this research object is all employees of PDAM Sidoarjo, Indonesia, amounting to 580 employees. While sample size is determined with Slovin formula with error tolerance limit of 10% and 95% confidence level as follows:

$$n = \frac{N}{N \cdot (e^2) + 1}$$

$$n = 85.2$$

From the formula obtained the number of research samples is 85.2 respondents from the total population of 580 people and rounded to be 85 respondents.

3.2. Data Analysis Techniques

This study uses data analysis carried out by classical assumption test, multiple determination coefficient analysis, and multiple linear regression analysis.

4. Result

4.1. Hypothesis Testing

Multiple linear regression is used to determine the causal relationship between the dependent variable and the independent variable. The multiple linear regression equation in this study obtained from the results of data processing with the SPSS program as follows:

4.2. T test

The t test in this study uses the following conditions:

1. If the result is significant > 0.05 then the hypothesis is rejected.
2. If the results are significant < 0.05 then the hypothesis is accepted

Table 1. Multiple linear regression.

Model	Coefficients ^a					Correlations			Collinearity Statistics	
	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		Zero-order	Partial	Part	Tolerance	VIF
	B	Std. Error	Beta							
(Constant)	3.555	1.371		2.594	0.011					
Job Rotation	0.863	0.095	0.509	9.094	0	0.808	0.711	0.415	0.663	1.507
Job Assignment	1.433	0.156	0.517	9.193	0	0.801	0.715	0.419	0.657	1.523
1 Mentoring	0.087	0.037	0.108	2.341	0.022	0.054	0.252	0.107	0.985	1.015

Table 2. T-Test results.

Independent Variable	T	Significant
Job rotation	9.094	0.000
Job assignment	9.193	0.000
Mentoring	2.341	0.022

In the table above, it can be seen that the value of t calculated for the job rotation (X_1) is 9.094 with a significant value obtained 0.000; for job assignment (X_2) equal to 9.193 with significant value obtained 0.000; and for the mentoring (X_3) equal to 2.341 with a significant value obtained 0.022. This shows that the job rotation (X_1), job assignment (X_2) and mentoring (X_3) has a significant value <0.05 , the hypothesis is accepted. Thus it can be said that the job rotation, job assignment and mentoring partially

influence the talent development program of PDAM Sidoarjo, Indonesia.

4.3. F test

The F test is used to prove the job rotation, job assignment and mentoring simultaneously influence the talent development program of PDAM Sidoarjo, Indonesia. The following are the results of processing the data obtained in the calculation for the F test:

Table 3. F Test result.

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
Regression	799.235	3	266.412	133.195	.000 ^b	
Residual	162.012	81	2			
1 Total	961.247	84				

The test results obtained an F value of 133.195 with a significant value obtained 0.000 where the value is smaller than 0.05. Thus it can be explained that there is a significant effect together between job rotation, job assignment and

mentoring on talent development program. Therefore, the hypothesis which states that "job rotation, job assignment and mentoring simultaneously influence the talent development program" has been proven.

5. Discussion

Job rotation has a significant positive influence on talent development program PDAM Sidoarjo, Indonesia because the significant value is 0.000 which is smaller than 0.05.

Job assignment has a significant positive influence on talent development program PDAM Sidoarjo, Indonesia because the significant value is 0.000 which is smaller than 0.05.

Mentoring has a significant positive influence on talent development program PDAM Sidoarjo, Indonesia because the significant value is 0.022 which is smaller than 0.05.

Job rotation, job assignment and mentoring simultaneously influence the talent development program PDAM Sidoarjo, Indonesia because the significant value is 0.000 which is smaller than 0.05.

6. Conclusion

The following conclusions in this study:

Job rotation has a significant effect on talent development program.

Job assignment has a significant effect on talent development program

Mentoring has a significant effect on talent development program

Job rotation, job assignment, and mentoring have simultaneously affects talent development program.

7. Contribution

The results of this study are expected to be a consideration for PDAM in Indonesia in determining job rotation, job assignment, and mentoring to improve talent development program.

The results obtained from this study are expected to be used as a reference for future researchers who want to examine the similar topic with different objects such as in the hospital, manufacturing companies or government offices.

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