

The Effect of Rotation on the Career Development of Civil Servant of the Educational Staff: A Case Study in Serang City, Indonesia

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Abstract

This study aimed to determine the effect of career rotation on the career development of civil servant of the educational staff in Serang city, Banten province, Indonesia. We used a quantitative approach and survey method with correlational techniques through multiple linear regression analysis. The method used in this study is case study. The data taken in this study is regarding career development and rotation of civil servant of the educational staff. The entire data is primary data, namely data from research respondents. The data was collected using a questionnaire in the form of an instrument. In this study, the results of regression linearity where the F_{count} value was 0.825 and the probability significance value was 0.747 so that rotation positively affects the career development of civil servant of the educational staff in Serang City, Banten Province, Indonesia. It means that if the rotation is carried out on target, it will be followed by the career development of civil servant of the educational staff in Serang city, Banten province, Indonesia.

Keywords: Rotation, Career Development, Educational Staff, Civil Servant

INTRODUCTION

Maintaining an organization into the future is an obligation, where human resources are the main key. If human resources do not have a skilled and competitive soul, an organization will be eroded and left out because it cannot face the times. This situation requires that all organizations need career development and coaching for members of the organization.

The situations and conditions above are also found in Indonesian government agencies, including the civil servant. Following the current developments, there is a need for career development and coaching to deal with this. To develop and foster the careers of the civil servant, attention is needed to good management. In managing the civil servant, many things must be considered, one of which is the rotation of civil servant. The management is implemented with the principle of a merit system based on qualifications, competence, performance appraisal, and the needs of government organizations by considering good integrity and morality.

The civil servant, according to article 1 point (1) of law number 5 of 2014 concerning the civil servant (Republic of Indonesia, 2014), is explained as a profession for civil servants and government employees with employment agreements working in government agencies. The civil servant is one of the components in the administration of government. The civil servant plays an important role in creating a modern civilized, law-abiding, prosperous, democratic, highly moral, and just civil society in providing services to the community

equitably and fairly and maintaining the unity and integrity of the nation with loyal loyalty. Fully towards Pancasila and the 1945 Constitution. This is of course in the context of efforts to achieve the goals and ideals of the Indonesian nation.

Current conditions force the civil servant to achieve the goals and aspirations of the Indonesian nation, the many challenges facing the civil servant make them increase their professionalism to keep up with the swift challenges. Apart from professionalism, there are other serious challenges, namely corruption, collusion, and nepotism. These two things destroy an organization and no longer gain the community's trust. Therefore it is important to carry out career development, so the civil servant is not mistaken in taking something decision.

The civil servant has a role as executor of public policy, public servant, and unifier of the nation. This is stated in article 10 of law no. 5 of 2014 (Republic of Indonesia, 2014). These three tasks are also very important so that the movement of the wheels of government continues to run smoothly and without obstacles. Law number 5 is a mecca for managing the civil servant to become a professional figure. This policy is the basis for implementing the civil servant management to build the civil servant with integrity, professionalism, and neutrality, free from political intervention and nepotism practices, and capable of providing quality public services for the community.

The management currently being carried out still needs help, especially in implementing the merit system. Many indicators need to be considered so that the system can be implemented. Research conducted by Kalesaran (2021) found that the merit system still has obstacles, especially in terms of support and commitment by local governments, so with this support, the application of the merit system as a whole can be implemented. There are several things that can be done to make this management system able to keep pace with today's developments, namely (1) Improving technology-based work systems to keep pace with the development of the industrial revolution 4.0. (2) socializing the importance of the merit system, (3) increasing additional income in the form of workload allowances so that it is better able to support more optimal work (4) completing supporting facilities. This can help the civil servant faces the problem of a lack of quality human resources that still need to meet their competence and potential and a lack of adequate facilities.

An agency needs to make positive efforts by making system improvements that are programmed, scheduled, and continuous so that employees do not feel frustrated at work. Frustration at work is triggered by an employee who works for a certain period and only does one job continuously. Therefore it is necessary to rotate employee positions to develop the civil servant's career. This is in line with research conducted by Aرسال (2021) that job totation

has a positive and significant effect on the work productivity of civil servants. Apart from this research, there is an opinion according to Wyk et al. (2018), which states that, "the implementation of a job rotation strategy would positively impact job satisfaction, should certain key factors be taken into consideration. A job rotation strategy should be well communicated to all employees, and the involvement of all stakeholders, including employees, should be sought when such a strategy is developed." These results confirm that the rotation done properly will have a very positive impact on job satisfaction. Of course, this rotation strategy needs to be communicated to all employees by involving stakeholders. Apart from this, there is also research conducted by Purwanto (2020) which states that rotation in work can provide a new atmosphere that can make the state civil apparatus have a wider range of talents and positively impact these civil servants.

In the field of education, the civil servant consists of educators and educational staff. In providing services, both educators and educational staff also need career development in order to improve performance and develop their potential. The educational staff has an essential role in supporting the implementation of education. They are tasked with carrying out administrative, management, development, supervision, and technical services to support the educational process in an institution. By paying attention to this, career development will also greatly affect the performance of academic staff. Career development is intended so that the services provided are maximized so that the goals of the agency can be achieved properly. According to the National Education Standards Agency, educational staff consist of school/madrasah principals, educational unit supervisors, administrative staff, library staff, laboratory staff, technicians, study group managers, tutors, and cleaning staff.

The details of the distribution of educational staff in Serang City, Banten Province, Indonesia based on employment status are shown in Table 1.

Table 1. Distribution of Education Personnel in Serang City, Banten Province, Indonesia

No.	Employment status	Amount
1.	Civil servant	103
2.	Permanent Employees of the Foundation	153
3.	City Non-Permanent Employees	38
	Total	294

(Source: https://referensi.data.kemdikbud.go.id/dashboardgtk/ptk_dash21.php?id=20&kd=PDp1z+9LWdc2n6zc6nhV3CE2UomIzMxM/fN5RTXOdm4=)

Based on the description stated above, it is deemed necessary to conduct a more in-depth study regarding the effect of rotation on the career development of civil servant education staff in Serang city, Banten province. The research results are expected to provide a detailed description of the management of civil servant education personnel in Serang city,

Banten province, Indonesia in terms of career development aspects and the rotation of civil servants in Serang city, Indonesia.

METHOD

In this study, the aimed to determine the effect of rotation on the career development of civil servant of the educational staff in Serang city, Banten province, Indonesia. This research was conducted in Serang city, Banten province, Indonesia using case study. The civil servant of the educational staff in Serang city, Banten province, Indonesia totaling 294 people. Because the researcher could not reach the entire population in the study, the researcher used a research sample whose number was determined based on the Slovin formulation. Thus the minimum number of samples used in this study was 170 civil servants of the educational staff in Serang city, Banten province, Indonesia. To avoid not achieving the minimum sample size due to questionnaires that were not returned or were incomplete, the researchers decided to use 200 civil servants of the educational staff in Serang city, Banten province, Indonesia. Taking into account the characteristics of the study population consisting of several unbalanced regions, the sampling technique used in this study is a probability sampling technique with a random sampling method.

This research using quantitative method. This research method was chosen by considering the problems and the purpose of this study, namely to determine the effect of the mutation, rotation, or promotion on the career development of civil servant of the educational staff in Serang city, Banten province, Indonesia. In addition, research data was collected not through treatment that researchers deliberately gave, but the data to be collected was already available in the field and owned by the respondents, so only a questionnaire was needed to collect all the data. In this study, the quantitative method used was a survey research method (Fitriana et al, 2022) with correlational techniques through linear regression analysis.

RESULTS AND DISCUSSION

The entire data in this study were obtained based on the results of completing questionnaires by 200 civil servants of the educational staff in Serang city, Banten province, who were the research samples. The data is analyzed using descriptive statistics, namely those only concerned with the collection, processing, analysis, and presentation of some or all of the data (observation) without drawing any conclusions. The data description includes the average score, median, mode, standard deviation, variance, and data distribution in the frequency distribution table and histogram of each research variable, namely career development (Y) and rotation (X1). The results of the analysis in research can be shown as follows:

1. Career Development

Variable data were obtained based on filling out a questionnaire consisting of 33 statement items with a theoretical score ranging from 33 to 132. Based on the results of data analysis, it is known that the minimum score is 66; the maximum score of 104; the score range is 38 (empirical score); the average score of 82.180; the median 83; the mode 86; standard deviation 8.998; and variance 80.972. The frequency distribution of career development scores according to 200 civil servants of the educational staff in Serang City, Banten Province, is shown in Table 2.

Table 2. Frequency Distribution of Career Development Scores

No.	Interval Class	Frequency	
		Absolute	Relative (%)
1.	66 – 70	25	12,50
2.	71 – 75	25	12,50
3.	76 – 80	37	18,50
4.	81 – 85	37	18,50
5.	86 – 90	38	19,00
6.	91 – 95	21	10,50
7.	96 – 100	16	8,00
8.	101 – 105	1	0,50
Total		200	100

Based on the data presented in Table 2, the spread of career development scores can be described in the form of a histogram shown in Figure 1.

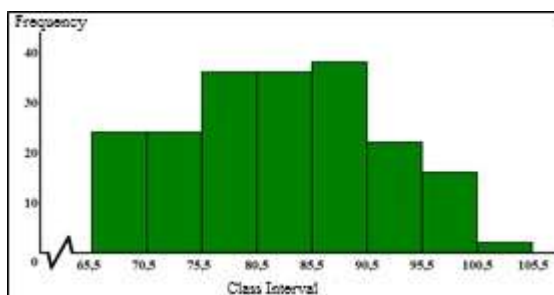


Figure 1. Career Development Score Histogram

2. Rotation

Rotation variable data were obtained based on filling out a questionnaire consisting of 35 statement items with a theoretical score ranging from 35 to 140. Based on the results of data analysis, it is known that the minimum score is 70; the maximum score of 108; the score range is 38 (empirical score); the average score of 84.955; the median is 82; the mode is 70; standard deviation 11.962; and variance 143.088. The frequency distribution of rotation scores according to 200 civil servants of the educational staff in Serang city, Banten province, Indonesia can be seen in Table 3.

Table 3. Rotational Score Frequency Distribution

No.	Interval Class	Frequency	
		Absolute	Relative (%)
1.	70 – 74	55	27,50
2.	75 – 79	26	13,00
3.	80 – 84	31	15,50
4.	85 – 89	20	10,00
5.	90 – 94	11	5,50
6.	95 – 99	19	9,50
7.	100 – 104	22	11,00
8.	105 – 109	16	8,00
Total		200	100

Based on the data presented in Table 3, it can be described the distribution of rotation scores in the form of a histogram as shown in Figure 2.

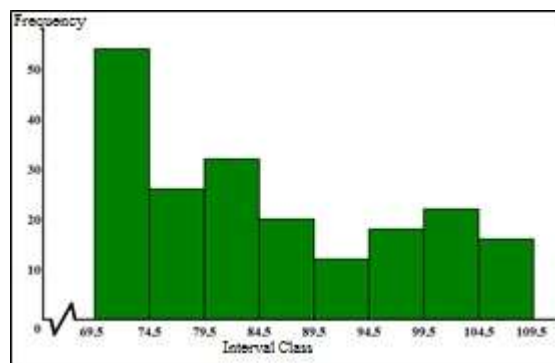


Figure 2. Rotation Score Histogram

Recapitulation of research data descriptions of career development variables (Y), rotation (X1) is presented in Table 4.

Table 4. Recapitulation of Research Data Description

	Rotation (X ₁)	Career Development (Y)
N	200	200
Mean	84.955	82.180
Median	82	83
Modus	70	86
Standard Deviation	11.962	8.998
Variance	143.088	80.972
Range	38	38
Minimum	70	66
Maximum	108	104

In addition to the data above, there is a correlation between career development and mutations in employees, this can be described in the next data:

a. Career Development (Y) over Rotation (X1)

Based on the linearity test of career development (Y) on rotation (X1) that has been carried out, the results of linearity testing and regression significance are shown in Table 5.

Table 5. Anova Table for Linearity and Significance Test Career Development (Y) over Rotation (X1)

Regression Significance			Linearity Regression		
F _{count}	Probability of Significance	Test Result	F _{count}	Probability of Significance	Test Result
0,825	0,747	Linearity	176,248	0,000	Significance

Based on Table 5, the results of the regression linearity test show a Fcount value of 0.825 and a significance probability value of 0.747. Thus it can be seen that the significance probability value is more than $0.747 > 0.05$, which indicates that the relationship between career development (Y) and rotation (X2) is linear. Likewise, the regression significance test results obtained an Fcount of 176.248 and a significance probability value of 0.000. Thus it can be seen that the significance probability value is less than $0.000 < 0.05$, which indicates that the career development regression (Y) on rotation (X2) is significant.

b. Hypothesis test

After all the analysis requirements tests have been fulfilled, which include the normality of the estimated error, linearity and significance, autocorrelation, and multicollinearity, the next step is to test the hypothesis. The hypothesis being tested includes the effect of rotation on the career development of civil servant of the educational staff in Serang city, Banten province, Indonesia. The results of the analysis of hypothesis testing can be shown in Table 6.

Tabel 6. The Results of the Analysis of Hypothesis Testing

Hypothesis	Partial Effect			Simultaneous Effect		
	Koef. Regression	T _{count}	Prob. Sign.	F _{count}	R ²	Prob. Sign
Constant	-12,066			64.903	0.498	0.000
X ₁ to Y	0,585	6,517	0,000			

c. There is an Effect Rotation to Career Development

The statistical hypothesis proposed to explain the effect of rotation (X2) on career development (Y) can be stated as follows:

$$H_0: \beta_2 \leq 0$$

$$H_1: \beta_2 > 0$$

Based on the results of the tests carried out, as shown in Table 4.11, the rotational regression coefficient (X2) for career development (Y) is 0.585 with a tcount of 6.517 and a significant probability of 0.000. To obtain a ttable value ($t(0.05; 196)$) of 1.972. Thus it can be

seen that the $t_{count} > t_{table}$ value is $6.517 > 1.972$, resulting in H_0 being rejected. Based on the results of these tests, rotation (X2) has a positive effect on the career development (Y) of civil servants of the educational staff in Serang city, Banten province, Indonesia.

d. Rotation Has a Positive Effect on Career Development

The results of testing the second hypothesis indicate a positive effect of rotation (X2) on the career development (Y) of civil servants of the educational staff in Serang city, Banten province, Indonesia with a regression coefficient of 0.585. This indicates that if an agency rotates an employee, it may cause the career of civil servants of the educational staff in Serang city, Banten province, to grow by 0.585, with rotation and promotion considered constant.

Human resources have a very important role in achieving the goals of an organization. Human resources who have good performance will support organizational goals and objectives. Therefore, human resources need special attention, one of which is the development of human resources. Of course, this development has an effect when applied within the organization to improve employee performance in carrying out tasks. Work that is routine and seems monotonous will certainly cause boredom or boredom, which will have an impact on reducing morale and enthusiasm for work. One effort that an organization or agency can make is job rotation.

Job rotation aims to create or increase the efficiency and effectiveness of work within an organization. Job rotation will improve knowledge and experience, increase skills, and overcome boredom, because it may take too long for a job assigned to employees. Job rotation can overcome the monotonous nature of highly specialized work by providing opportunities to use other skills and prowess. Organizations benefit because employees become proficient in several jobs, not just one. Mastery of various kinds of work provides growth opportunities and makes employees more valuable to the organization.

According to Coşgel & Miceli (1999) and Hasibuan (2013), job rotation has benefits, including increasing productivity, creating a balance between staff and position composition, expanding or increasing employee knowledge, eliminating employee boredom or boredom towards work, and providing incentives so that employees want to improve their careers more fully. High levels, implementation of penalties or sanctions for violations committed by employees, a means of encouraging work spirit to increase through open competition, giving recognition for achievements, better security measures, adapting work to the physical condition of employees, and overcoming disputes between fellow employees.

In line with the previous opinion, Sutrisno (2009) also stated that job rotation is the transfer of a person's job in an organization that has the same level of job position before experiencing a job change. Job rotation is carried out to avoid workforce saturation in work

routines which are sometimes boring and have other objective functions so that someone can master and explore other jobs in different fields within a company. Every workforce can experience burnout at work, especially those who do not do job rotation. The impact of this saturation, among others, decreased work productivity, increased emotional self, and to the point of wanting to resign from the company where they work.

Furthermore, Robbins et al. (2006) argue that job rotation is a periodic process of employees from one task to another to reduce boredom and increase motivation through diversifying employee activities. In contrast, Hariandja (2006) argue that job rotation aims to overcome boredom at work and increase employee knowledge and skills.

The results from this study indicate that rotation significantly positively affects the career development of civil servant education staff in Serang City, Banten Province. This is in line with the results of research stated by Martikasari and Pras (2012) that the rotation system has a positive influence in reducing the saturation level of librarians. Own career. This is also supported by the opinion expressed by Wahyudi (2002) that the specific objectives of implementing job rotation include opening opportunities for career development and creating a balance between the workforce and existing positions in the organization to ensure stable employment conditions. Personal stability), eliminating boredom for a position if a worker continuously holds the same position from year to year, expanding and adding knowledge, opening up opportunities for competition in improving work performance, and providing rewards for work performance. A position rotation can be used to provide compensation as a reward for outstanding employees and implement sanctions for violations.

CONCLUSION

Based on the research results and discussion described in the previous chapter, rotation positively affects the career development of civil servant of the educational staff in Serang city, Banten province, Indonesia. This means that if employee rotation is carried out in accordance with the provisions, it will be followed by the career development of educational staff in Serang city, Banten province, Indonesia. The research findings show that mutations, rotations, and promotions influence the career development of civil servant education staff in Serang city, Banten province, Indonesia. Some of the implications of the findings of this study are that if heads of agencies within the scope of Serang city, Banten province, Indonesia, carry out the rotation of civil servant education personnel in an open, accountable and targeted manner, they will have ample opportunity to learn many things. The rotation carried out will certainly positively impact the careers of civil servant education staff under their auspices. This will further improve performance and job satisfaction, which will ultimately positively impact the services performed by civil servant education staff.

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