

# THE INFLUENCE OF JOB ROTATION PRACTICE, PERCEPTION OF PROMOTION OPPORTUNITIES, AND PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE ENGAGEMENT

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Job rotation practice, perception of promotion opportunities, perceived organizational support, employee engagement, diplomat</p> <p>E-mail: <a href="mailto:kotakpesan@gmail.com">kotakpesan@gmail.com</a></p>	<p>One of the subjects that receive much attention in current human resource management studies is employee engagement. The influences of employee engagement on businesses and government organizations have been demonstrated by empirical investigations. This research focuses on employee engagement among Indonesian diplomats. Given the nature of the work of diplomats who must periodically rotate between headquarters and mission offices abroad, as well as the promotion system currently taking place in the Indonesian Ministry of Foreign Affairs, this research observes how job rotation practices, perceptions of promotion opportunities, and perceived organizational support influence the engagement of the diplomats to their job.</p> <p>Copyright © 2023 Economic Journal. All rights reserved. is Licensed under a <a href="https://creativecommons.org/licenses/by-nc/4.0/">Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)</a></p>

## 1. INTRODUCTION

Employee engagement is one of the topics that has been widely discussed in research in the field of human resource management nowadays. The positive correlation between employee engagement and organizational performance has become one of the driving forces for the significant attention to this topic (Chandani et al., 2016; Sun & Bunchapattanasakda, 2019). Attention to employee engagement does not exclusively emerge in the private sector. Government organizations, including those in Indonesia, are also acknowledging the importance of employee engagement.

The Ministry of Foreign Affairs is one of the Indonesian government institutions that measured its employee engagement. Based on the annual performance report of the Human Resources Bureau of the ministry published in 2020, the index level of engagement among the employee was 3.81 (scale 1-5). It showed a relatively high level of employee engagement in the ministry. However, the report also noted there are still efforts required to further improve engagement, particularly in the sub-dimension of employee welfare and career development.

The current study is intended to look at how a particular group of employees of the Ministry perceives factors that might influence their engagement. Diplomatic and Consular Officials (hereinafter referred to as Diplomats), which is one of the 27 functional positions within the Ministry, compose the majority of employees in the Ministry of Foreign Affairs. Diplomats, as defined by the Minister of State Apparatus Empowerment and Bureaucratic Reform's Act No. 4/2018 are civil servants who are mandated to conduct diplomatic activities related to the implementation of foreign policies and foreign relations.

Some previous studies had specifically examined factors that influence employee engagement in the public sector. The mentioned factors include support from immediate supervisors, organizational support, and opportunities for self-development (Jin & McDonald, 2017). Breaugh (2021) found that stress negatively impacts the engagement of the employee. The study by (Borst et al., 2019) and Zahari & Kaliannan (2022) classified the main factors that influence employee engagement into four categories, individual psychology, perceived leadership, job-design-related experiences, and organizational intervention. The current study aimed to investigate whether factors such as job rotation practice, perception of promotion opportunities, and perceived organizational support influence the level of engagement of diplomats.

## 2. LITERATURE REVIEW

### Employee Engagement

Employee engagement, a positive psychological state characterized by enthusiasm, commitment, and concentration toward work, is strongly associated with positive outcomes, particularly for employee welfare and occupational effectiveness (Mazzetti & Schaufeli, 2022). When employees feel their work is

important and benefits the environment, they will work harder and longer (Purba et al., 2019; Vermooten et al., 2019). Such workers internalize the company's values. Strongly identified personnel are more likely to be motivated and engaged at work (Simbula et al., 2023).

Bailey et al. (2017) reviewed employee engagement research and found some dominant factors. Individual psychological states, experienced-job-design related elements, perceived leadership and management, individual views of organizational and team factors, and organizational interventions or activities. Cultural and geographical characteristics can affect employee engagement (Ortiz Isabeles & García Avitia, 2020).

**The relationship between Job Rotation Practice and Employee Engagement**

Job rotation supports employee development. Through job rotation, individuals have diverse and challenging experiences that improve their organizational management skills. Some studies found that job rotation has been linked to employee engagement (Warman et al., 2022).

A study by Baran & Sypniewska, (2020) found that management practices that include job rotation would positively influence employee engagement if implemented by considering the concern of employees. Agustian & Rachmawati, (2021) found that the efficacy of job rotation policies in fostering employee engagement is limited as certain employees perceive the system to be inequitable. This is also supported by the research of (Warman et al., 2022), which shows that job rotation practice could negatively influence employee engagement, particularly if the employee feels there is low fairness in the implementation.

H1: Job rotation practice has a positive influence on employee engagement.

**The relationship between Perception of Promotion Opportunities and Employee Engagement**

Employees' perception of promotion opportunities leads to high expectations, which drives strong motivation and engagement. Xie & Yang, (2021) discovered that job or employee engagement had a significant relationship with the perception of promotion opportunities. This is in line with the work of Bai & Liu, (2018), where career growth, including promotion opportunities, has a significant impact on employee engagement. Son & Kim, (2021) divided career growth into two categories, intrinsic (professional ability development) and extrinsic (promotion and remuneration). The study found that both positively influence employee engagement, though extrinsic has a relatively higher impact than intrinsic.

H2: Perception of Promotion Opportunities has a positive influence on Employee Engagement.

**Relation Between Perceived Organizational Support with Employee Engagement.**

Perceived Organizational Support (POS) is the degree to which employees believe the organization values their contributions and prioritizes their well-being (Eisenberger et al., 2020). Engaged employees are fully involved and excited about their work and take positive action to further the organization's reputation and interests (Dai & Qin, 2016). The reciprocal nature of employee and employer has shown that if the employee perceived strong organizational support from the employer, they are more likely to actively participate in the organization's endeavor, in this case, increase the engagement of the employee (Alam et al., 2022; Thai et al., 2023).

The work of Dai & Qin (2016) concluded that the level of employee engagement is significantly impacted by the degree of support provided by the organization. The perception of organizational support by employees has been found to positively impact their sense of belonging to the organization. The organization's goals serve as a motivating factor for employees, resulting in increased levels of employee engagement and a strong work ethic. This is supported by the analytical review of studies on organizational support by (Eisenberger et al., 2020) were able to picture a strong correlation between POS and employees' orientation toward organization and work, including engagement.

H3: Perceived Organizational Support has a positive influence on employee engagement.

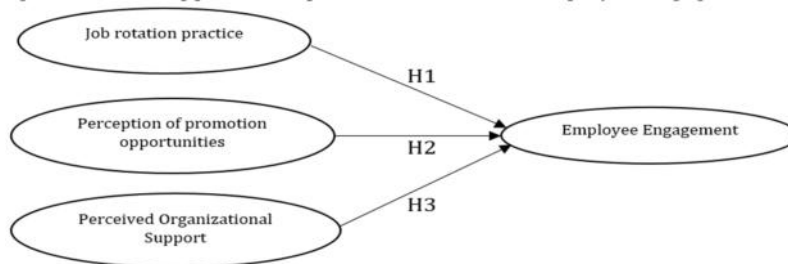


Figure 1. Research Model

### 3. METHOD

Quantitative data is gathered and measured to analyze the relationship between variables of the research using statistical procedures (Creswell, 2014; Kumar, 2018). The data was gathered in the cross-sectional method using a survey that was distributed online (Sekaran & Bougie, 2016). The dependent variable of the research is employee engagement, while job rotation practice, perception of promotion opportunities, and perceived organizational support are assigned as the predictor variables (Baran & Sypniewska, 2020; Chauhan et al., 2021; Xie & Yang, 2021).

The sample of the current research is 160 Indonesian diplomats. Non-probability sampling and a purposive sample are used by specifying criteria for the subject of the research which is a minimum of two years of working experience in the Indonesian Ministry of Foreign Affairs (Sekaran & Bougie, 2016). The sample size is determined by using the suggested number for analysis using PLS-SEM (Kock & Hadaya, 2018; Memon et al., 2021). The criteria are set to ensure the respondents have an understanding of the Ministry's policies and values.

The questionnaire was tailored to the needs of the study by taking references from earlier research. The questionnaire was translated into Indonesian to make it easier for the respondents to understand the context of the questions. Likert scale (1 to 5) is used to measure the respondents' feedback with (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree (Sekaran & Bougie, 2016). Indicators of job rotation practice are adapted from Mohan & Gomathi (2015), Perception of Promotion Opportunities from Xie & Yang (2021), and perceived organizational support cited in the work of Chen & Eyoun (2021). The indicators of the dependent variable of employee engagement were adapted from the work of Riyanto et al., (2021).

This study's analysis employed PLS-SEM, which contained both an outer and an inner model. The outer model analysis was undertaken to investigate the data's reliability and validity. In outer model analysis, four factors must be considered: convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Afterward, the inner model, or structural model, is then tested. To accomplish this, tests for collinearity with the variance inflation factor (VIF), and r-square test are conducted. Finally, the significance of the hypotheses was determined using a t-values test with the bootstrapping technique (Hair et al., 2021; Memon et al., 2021).

### 4. RESULT AND DISCUSSION

Preliminary tests on 30 respondents were conducted to test the validity and reliability of the indicators. Subsequently, an actual test was carried out on 160 samples. The respondents comprise 85 males and 75 females. Most respondents are between 41-50 years old (67). Most of the respondents have been working in the Ministry for 16-20 years (59) and most respondents have a Master's degree (93).

#### A. Outer Model

The result of statistical calculation using Smart PLS 4 shows that all 31 indicators have outer loading >0.7 so it can be inferred that all of them can measure their respective variable (Hair et al., 2014). The validity test which comprises convergent validity that can be seen by analyzing the Average Variance Extracted/AVE (>0.5) and discriminant validity by observing the Heterotrait-Monotrait (HTMT) value (<0.9) (Hair et al., 2019), indicates that all variables are valid. The AVE value of each variable is as follows: job rotation practice (0.601), perception of promotion opportunities (0.744), perceived organizational support (0.706), and employee engagement (0.600).

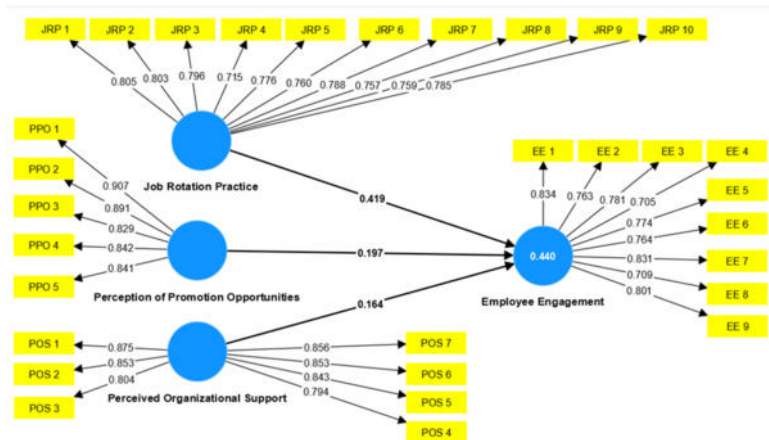


Figure 2. Outer Model

On discriminant validity, the HTMT ratio of each variable can be seen in Table 1. It shows the HTMT value of each variable is  $<0.9$ , indicating all indicator in the research model has been accurately differentiated.

Table 1. Discriminant Validity

	EE	JRP	POS	PPO
Employee engagement (EE)				
Job rotation practice (JRP)	0.652			
Perceived organizational support (POS)	0.573	0.653		
Perception of promotion opportunities (PPO)	0.525	0.484	0.675	

The reliability test which analyzes Cronbach's Alpha ( $>0.7$ ) and composite reliability (0.7) (Hair et al., 2014, 2021) also shows that all variables are valid. The result of the test is as follows:

Table 2. Reliability Test

	Cronbach's Alpha ( $>0.7$ )	Composite Reliability ( $>0.7$ )
Employee engagement (EE)	0.916	0.931
Job rotation practice (JRP)	0.926	0.938
Perceived organizational support (POS)	0.930	0.944
Perception of promotion opportunities (PPO)	0.914	0.935

### B. Inner Model

The variance Influence Factor (VIF) test shows that all variables have a value  $<5$ . The job rotation practice has a VIF value of 1.609, the Perception of promotion opportunities has a VIF value of 1.683, and the perceived organizational support has a value of 2.125. This indicates that all the variables do not have a high degree of collinearity. The value of the coefficient of determination of the construct (r-squared) is 0.440, or 44%. This means the percentage of the employee engagement variable that can be explained by job rotation practice, perception of promotion opportunities, and perceived organizational support is 44% (weak) (Hair et al., 2019). The hypotheses testing results of this study, which employed the Smart PLS 4 bootstrapping method, are shown in the accompanying table.

Table 3. Hypotheses Testing

Hypotheses	Path Coefficient	t-statistic	p-value	result
Job rotation practice → Employee engagement	0.419	4.115	0.000	Supported
Perception of promotion opportunities → Employee engagement	0.164	1.823	0.068	Supported

Perceived organizational support →	0.197	2.647	0.008	Supported
Employee engagement				

To determine the significance of the relationship between the independent and dependent variables, the following reference is used: If the t-statistic value exceeds the t-table (1.960) at a significance level of 5% ( $\alpha = 0.05$ ), it is indicated that there is a positive and significant influence. In contrast, there is no significant relationship between the two variables if the t-statistic is less than the t-table (1.960) (Henseler et al., 2015; Sarstedt et al., 2017).

The path coefficient of job rotation practice and employee engagement shows that the two variable has a positive relationship. The t-statistic and p-value of the two also show that the relationship is significant. Thus, H1: job rotation practice has a positive influence on employee engagement is supported.

Meanwhile, there is no significant relationship between perception of promotion opportunities and employee engagement (t-statistic <1.960; p-value >0.05), although the path coefficient still indicates there is a positive influence of perception of promotion opportunities on employee engagement. Hence, it can be inferred H2: perception of promotion opportunities has a positive influence on employee engagement is partially supported.

Perceived organizational support shows a significant influence on employee engagement. The value of the path coefficient between the two also shows that H3: perceived organizational support has a positive influence on employee engagement is supported.

## DISCUSSION

Job rotation enables employees to acquire multiskills in their organization, which also strengthens their work engagement (Mondy & Martocchio, 2016). Researchers in the public sector found that job rotation is one of the factors that influence employee engagement (Koronios et al., 2017). The result of the study indicates that Indonesian diplomats value job rotation which is part of their job characteristics as an opportunity for personal growth.

The insignificant relationship between the perception of promotion opportunities and employee engagement indicates that Indonesian diplomats may have a perception that promotion opportunities are a chance for personal development and therefore lead to higher engagement in their job. However, with the current promotion system in place, they perceive the chances of getting promoted as unclear, which subsequently does not significantly impact their job engagement.

The significant influence of perceived organizational support on employee engagement shows that Indonesian diplomats value the support of the organization as a reason to engage more in their work. This is supported by the study of Eisenberger et al., (2016) which stressed the importance of providing support to employees to increase employee engagement within the organization.

## 5. CONCLUSION

This study provides evidence that job rotation practice, perception of promotion opportunities, and perceived organizational support have a positive influence on employee engagement. The non-significant effect of the perception of promotion opportunities on employee engagement suggests that measures need to be taken to strengthen the promotion system in the Ministry of Foreign Affairs, particularly to improve the perception of fairness and equal opportunities for all diplomats.

However, this study has limitations, such as the survey being conducted mostly among diplomats serving at the headquarters, which may not fully reflect the opinions of diplomats serving abroad. The study also only focused on diplomats and did not cover the entire employees of the Ministry of Foreign Affairs, who are also an important part of the organization. It is hoped that future research will comprehensively observe the phenomenon that includes all employees of the Ministry of Foreign Affairs.

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