DIGITAL LEADERSHIP: DEVELOP PERCEIVED ORGANIZATIONAL SUPPORT IN THE PERCEPTION OF TALENT MOBILITY AT EMPLOYMENT SOCIAL SECURITY SUPERVISORY AGENCY

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Abstract: This study analyzes the perspective of employees who consider the implementation of rotation and transfer as a disciplinary action in relation to the formation of perceived organizational support which is influenced by commitment and fairness to the organization and recommends a digital approach as a solution to address the issue. Data is collected through quantitative surveys from 4.523 employees at several offices of the Employees Social Security Sistem (BPJS Ketenagakerjaan). Organizational support is related to organizational justice and organizational commitment as the determining factors of employee acceptance of the implementation of job rotation and transfer. It resulted in different perceptions from the initial goals of job rotation and job transfer. The study suggests system digitalization in the implementation of leadership in the organization to address the issues in a broad reach.

Keywords: job rotation and transfer, perceived organizational support, digital leadership, organizational commitment, organizational justice

Abstrak: Penelitian ini menganalisis perspektif karyawan yang menganggap pelaksanaan rotasi dan transfer sebagai tindakan disipliner dalam kaitannya dengan pembentukan persepsi dukungan organisasi yang dipengaruhi oleh komitmen dan keadilan terhadap organisasi dan merekomendasikan pendekatan digital sebagai solusi untuk mengatasi masalah tersebut. Data dikumpulkan melalui survei kuantitatif dari 4.523 pegawai di beberapa kantor Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan. Dukungan organisasi berkaitan dengan keadilan organisasi dan komitmen organisasi sebagai faktor penentu penerimaan pegawai terhadap pelaksanaan rotasi dan mutasi jabatan. Hal tersebut mengakibatkan persepsi yang berbeda dari tujuan awal rotasi pekerjaan dan transfer pekerjaan. Kajian ini menyarankan digitalisasi sistem dalam implementasi kepemimpinan dalam organisasi untuk mengatasi masalah dalam jangkauan yang luas.

Kata kunci: job rotation and transfer, perceived organizational support, digital leadership, organizational commitment, organizational justice

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INTRODUCTION

Competence is increasingly showing its competition in supporting performance and talent excellence. An individual who performs according to the needs of the organization's tasks is the chosen person to join in the efforts to achieve organizational goals through their career path (Anggraeni, 2021; Lawoto, 2021). However, the success of an organization or company will not be achieved with the centralization of progress in one working unit or area. In achieving large-scale goals, a company needs to strive for equal distribution of talent performance. Talent and company have an intertwining relationship in terms of developing each other. The success of a company to reach its vision cannot be judged only by the performance of the head office located in big cities. It has already become a common practice for companies to open a head office in urban areas. It is also such an initiative by a company to rotate the position and location of talents with the help of talent management. Talent management is one of the organization's efforts in the era of digital leaders in which there is awareness of business goals and maintaining competitive competence of the talents (Sharipov et al. 2020). In the digital era, organizational leadership has evolved to utilize the interactive web to improve engagement and collaboration, and transparency within their organization (Sheninger, 2019; Patandean & Indrajit, 2020).

Talent Management is a system run by an organization to achieve, retain, motivate, and provide development opportunities for talented people that the organization needs (Rejeki, 2020). Talent management includes the practices of placing talents from previous places/ positions to new places/ positions or what is often known as rotation and transfer. In its development, the terms "rotation" and "transfer" are merged as talent mobility. According to The Echelon Group, talent mobility practices the initiative of transferring individuals within the same organization so that that person acquires new skills that are developed by carrying out new roles and responsibilities, with the aim that the selected talent has the right competencies to bring success for the company (Ndukwe, 2020). Procurement of talent mobility through the implementation of rotation and transfer is carried out regularly to prevent boredom due to staying in one position. It is also not uncommon that the implementation involves the provision of salaries and allowances to employees.

Indonesia as a country with a range of cities and regions spread across the islands triggers differences in social culture, economy, and beliefs. The viscosity of each of these aspects can be different in other regions. Not infrequently, the demands for adaptation and this situation become a consideration of the high or low willingness of an employee to undergo job rotation and transfer provisions. Although rotation and transfer are intended to improve competence, motivation, experience, and quality at work, it is possible for employees to feel anxious as well as motivated, as transfer comprises two decisions, namely promotion, and demotion (Mangkuprawira, 2011). If an employee gets a promotion, they have the opportunity to get an increase in the position they currently occupy. In contrast, demotion downgrades an employee to a lower level than their current position. As a consequence, the implementation of rotation and transfer raises doubts and worries among talents regarding their position transfer. The result of worrying about things that are uncertain is often an obstacle to optimally implementing work rotations and mutations.

The evaluation and interpretation of rotation and transfer depend on the employee's attribution regarding the organization's motives of favorable or unpleasant treatment, or what is called perceived organizational support (Kurtessis et al. 2015). Perceived organizational support is important to be formed as a company's image so that employees provide their best performance through involvement in the organization and commitment to the company. For companies that are still having difficulty implementing job rotations and mutations optimally to promote the implementation of digital transformation that supports access to information and transparency of employees who receive the actual evaluation about their performance that relatable with decisions on the implementation of job rotations and mutations, so that there is no perception of job rotations and mutations that are not expected from their original goals.

According to Chillakuri & Vanka (2020) the absence or low rate of perceived organizational support moderates health problems in a high-performance work system (HPWS). Therefore, HPWS requires organizational support to maintain employees' health. Contributing factors to the formation of perceived organizational support include justice, growth opportunities, supervisor and co-workers support (Kurtessis et al. 2015). Ahmed & Nawaz (2015) stated that perceived organizational support is related to employee engagement, job

satisfaction, and organizational commitment. Therefore, support by the organization will make them psychologically fit with their workplace. Bernardo et al. (2020) found that perceived organizational support has a positive effect on job satisfaction, and Wu & Liu (2014) pointed out that perceived organizational support affects organizational commitment. In addition, Arshadi & Hayavi (2013) also found that employees who assume that their organization provides high support for them tend to show an improvement in work performance, besides that there is also a significant correlation between perceived organizational support and affective commitment.

Based on the findings above, the employee's perception of the implementation of rotation and transfer is an illustration of the perception of organizational support for the Employment Social Security Supervisory Agency. This study aims to examine the perspective of employees in implementing rotation and transfer as a corporate discipline initiative with the aim of building perceptions of organizational support that are influenced by commitment and fairness to the organization by communicating employee performance results according to the use of the digital era. This research was conducted using a quantitative method and data were obtained through surveys and FGDs to 4,523 employees in several offices of the Social Security Administering Agency (BPJS) for Employment.

METHODS

Data collection was carried out in May 2020. Prior to conducting the survey, researchers conducted FGDs with 243 employees at several offices of the Social Security Administering Body (BPJS) for Employment in regions in Indonesia regarding the problems that often occur with BPJS. The results of the FGD showed that 71.1% of respondents answered problems

that often occurred related to rotation and transfer. To follow up on this, a survey related to employee problems regarding rotation and transfer was carried out online using Survey Monkey to 4,523 employees in several offices of the Social Security Administering Body (BPJS) in Indonesia. There are 4 questions in the survey (Table 1). The questions given aim to find out how the description of employees' perceptions regarding rotation and transfer at each level of position. After all the data is collected, the data is then analyzed using SPSS 23 software to find out the average value of the answers that are compared based on the level of position.

RESULTS

Table 2 shows the average acquisition of answers to the survey questions, presented based on job grade or rank demographic group that describes the mean value with a certain meaning. Answers to the question regarding the certainty of rotation and transfer policies are classified as low in all grades. It indicates that all respondents in this study find the implementation of the rotation and transfer policy lack certainty.

Survey results also show that the Senior Vice President and Assistant Vice Manager groups have high participation in rotation and transfer programs. Thus, SVP and Assistant Vice Manager grades participated more in rotation and transfer programs compared to employees at other grades. Job position rank is reflected by the requirement of managerial tasks to organize, plan, and design business development strategies within the organization. Employees in these positions are required to be proficient in data analysis, interpretation, and reporting. SVP and Assistant Vice Manager positions are needed in other organization's regional offices to observe the situation and conditions and map out strategies to be developed by the organization.

Table 1. Questions sample list and response choices

Question	Response			
Based on your observation, what is the level of certainty of rotation and transfer policies in this organization?	Uncertain	Less certain	Certain	Very certain
In the past 5 years, how many times did you participate in rotation and transfer programs in this organization?	Never	1-2 times	3-4 times	5 times or more
Do you ever think of rotation and transfer as a disciplinary act?	Never	Seldom	Sometimes	Always
Did you receive complete and objective evaluation results as the basis of your rotation/transfer or promotion?	Never	Seldom	Sometimes	Always

Table 2. Compare means based on grade

Grade (number)		Based on your observation, what is the level of certainty of rotation and transfer policies in this organization?	In the past 5 years, how many times did you participate in rotation and transfer programs in this organization?	Do you ever think of rotation and transfer as a disciplinary act?	Did you receive complete and objective evaluation results as the basis of your rotation/ transfer or promotion?
Staff (Grade 1-5)	Mean	2.1794	2.1772	2.6692	1.2771
	N	931	931	931	931
	Std. Deviation	0.78360	1.43825	0.94931	0.67720
Officer (Grade 6-7)	Mean	2.1382	2.2514	2.7085	1.2520
	N	1794	1794	1794	1794
	Std. Deviation	0.76150	1.44766	0.93710	0.63021
Senior Officer (Grade 8-9)	Mean	2.1429	2.2273	2.7379	1.3193
	N	805	805	805	805
	Std. Deviation	0.75687	1.44010	0.94480	0.70794
Manager Assistant (Grade 10)	Mean	2.1693	2.1852	2.6931	1.2910
	N	189	189	189	189
	Std. Deviation	0.74585	1.42642	0.96260	0.68802
Junior Manager (Grade 11)	Mean	2.1928	2.2466	2.6996	1.3453
	N	223	223	223	223
	Std. Deviation	0.75549	1.42601	0.93209	0.71159
Manager (Grade 12-13)	Mean	2.1492	2.2606	2.7216	1.2606
	N	449	449	449	449
	Std. Deviation	0.78348	1.44274	0.93087	0.64868
Senior Manager (Grade 14-15)	Mean	2.2442	2.2558	2.6744	1.2674
	N	86	86	86	86
	Std. Deviation	0.76598	1.41576	0.95106	0.60243
Vice Manager Assistant (Grade 16)	Mean	1.9250	2.6000	2.5500	1.2250
	N	40	40	40	40
	Std. Deviation	0.79703	1.48151	0.87560	0.57679
VP (Grade 17)	Mean	2.0000	1.0000	3.0000	1.0000
	N	2	2	2	2
	Std. Deviation	0.00000	0.00000	1.41421	0.00000
SVP (Grade 18)	Mean	1.7500	3.0000	2.7500	1.5000
	N	4	4	4	4
	Std. Deviation	0.50000	1.41421	0.95743	1.00000
Total	Mean	2.1523	2.2330	2.7040	1.2764
	N	4523	4523	4523	4523
	Std. Deviation	0.76668	1.44119	0.94058	0.66213

Mean category: 2.5 -4 (high), 1 - 2.4 (low)

In addition, there is a high prevalence in all grades of employees regarding the implementation of rotation and transfer as an act of discipline given to them by the organization's management. In contrast, low average in the responses regarding a complete and objective evaluation as the basis for rotation, transfer, and promotion plans indicates that employees never received a complete and objective performance evaluation before their rotation, transfer, and promotion.

Table 3 shows the average of survey results, presented based on the demographic group of the working unit that describes the mean value with a certain meaning.

The question regarding the certainty of rotation and transfer policies received a low average rating in all working units. It indicates all respondents in this study found a low level of certainty in the implementation of rotation and transfer policies. Meanwhile, head office and regional office working units gave high responses to the question regarding the number of participations in rotation and transfer programs. It means that employees at the head office and regional offices are having more participation in rotation and transfer programs compared to employees at the branch office and pioneer branch office.

Table 3. Compare means based on working unit

Working unit		Based on your observation, what is the level of certainty of rotation and transfer policies in this organization?	In the past 5 years, how many times did you participate in rotation and transfer programs in this organization?	Do you ever think of rotation and transfer as a disciplinary act?	Did you receive complete and objective evaluation results as the basis of your rotation/ transfer or promotion?
Main office	Mean	2.2094	2.8313	2.7219	1.3781
	N	320	320	320	320
	Std. Deviation	0.73636	1.36789	0.92042	0.77832
Regional office	Mean	2.1905	3.2116	2.8042	1.4974
	N	189	189	189	189
	Std. Deviation	0.71883	1.25379	0.96137	0.80968
Branch office	Mean	2.1739	2.1585	2.6920	1.2714
	N	3198	3198	3198	3198
	Std. Deviation	0.76262	1.43056	0.93913	0.65472
Pioneer Branch	Mean	2.0368	2.0637	2.7206	1.2047
	N	816	816	816	816
	Std. Deviation	0.79484	1.41017	0.94920	0.58490
Total	Mean	2.1523	2.2330	2.7040	1.2764
	N	4523	4523	4523	4523
	Std. Deviation	0.76668	1.44119	0.94058	0.66213

Mean category: 2.5 -4 (high), 1 - 2.4 (low)

As a public institution in Indonesia, the Employees Social Security System (BPJS Ketenagakerjaan) has hundreds of offices spread throughout Indonesia. Most of the employees joined the institutions through a centralized recruitment program and found the diversity of colleagues and the needs for a professional job as opportunities. It is also noted that employees come with various educational backgrounds and abilities that equip them to join the organization. Ideally, when deciding to join an organization, a job seeker has a comprehensive understanding of regarding the organization, including information on office locations. In the case of the Employees Social Security System, the organization has hundreds of service offices spread throughout Indonesia. Employees with an orientation to building their careers will prepare themselves to improve themselves with the organization they are working with. One of the ways to improve employees is through rotation and transfer. Talent rotation and transfer will help the organization develop performance in other unit offices with the help of the availability of human resources who are willing to contribute to the development of the unit as their place or position in the future. At the same time, it more or less becomes a work challenge for employees, especially regarding finding ways to deal with a new working situation and background and make their contribution become part of their transformation with new abilities or knowledge.

The results also show that all employees from all work units showed a high trend of considering the implementation of rotation and transfer as an act of discipline by the organization given to them. Besides, a low average is found in respondents' responses regarding the use of complete and objective evaluation as the basis for rotation, transfer, and promotion plans. Employees never received a complete and objective performance evaluation prior to their rotation, transfer, and promotion.

Perceived Organizational Support

Data collected in this study is in line with O'Connor & Crowley-Henry (2019) that employees' interpretations and perceptions of talent management practices vary individually. They interpret it from subjective experiences that form reactions to actual practices. Provisions on talent management along with employee subjective assessments create certain perceptions regarding the organization. Employees will evaluate whether their work is appreciated and supported, an example of perceived organizational support in the workplace.

Based on survey results found that employees tend to perceive their organization as giving less support with the implementation of rotations and transfers. This arises from the number of employees assessing the gap between job rotation and job transfer engagement. According to Nazir et al. (2019), perceived organizational support has a positive relationship with affective commitment which makes employees show a sense of togetherness and unity with other employees and the organization. It is related to the way employees respond to the rotation and transfer policies applied to them. This finding provides answers for organizations that try to find out the causes of rejection of rotation and transfer among employees. That is, it can be due to a lack of affective commitment to the organization. Khan (2017) found a positive relationship between job rotation and organizational commitment. In other words, high implementation of job rotation can increase organizational commitment. It should also be noted that employees' organizational commitment is influenced by organizational culture which includes patterns of communication, trust, and innovative production (Inanlou & Ahn, 2017), so it is important for organizations to pay attention to the application of organizational culture to obtain employee commitment. Employees' organizational commitment determines the effectiveness of rotation and transfer. The factors include continuance commitment or employee durability which depends on the cost of living, both socially and economically (King, 2017). For example, employee placement in certain regions, especially in the frontier, outermost, underdeveloped (*terdepan, terluar, terbelakang* – 3T) areas affects the employees' income. Rotations and transfers will not be economically beneficial for employees who are placed in lower cost-effective allowance zones. In order to prevent losses, the employees then refuse the implementation of rotation and transfer. Their refusal which is based on the cost of living proves that continuance commitment does not always provide benefits for the organization and can also be an obstacle in the implementation of designated programs.

This finding is in line with Rameshkumar (2020) that continuance commitment has a negative relationship with employee engagement, which means that if an employee has a high continuance commitment, he or she tends to be minimally involved in their jobs. From this statement, employees need compensation from the company or organization for the work efforts that they will undertake. Employees who will receive rotation and transfer feel the need for increased benefits as compensation for challenging working conditions and relocations that separate them from their families. Hoa et al. (2020) pointed out that organizational rewards have a positive effect on perceived organizational support. It is related to the data obtained in this study that if the organization does not regulate rewards in the form of allowances for employees who undergo rotations and transfers, they do not consider rotations and transfers as a reward for their work performance. It should also be noted that employee rewards or remuneration affect work performance (Cropanzano et al. 2007; Martono et al. 2018).

Organizational Justice

Other findings in this study also revealed that, there is a lack of clarity regarding rotation and transfer policies and transparency in employee assessments, as evidenced by the absence of a complete and objective report from the implementation. Seventy-two percent of respondents in this study considered the policies about employee rotation and transfer are still influenced by certain groups, 17% of respondents stated that there is no transparency, and 47% of respondents expressed that rotation and transfer policies are not socialized. Fifty-three percent of respondents assumed the implementation of rotation and transfer is also intervened by certain groups in the organization. Based on survey results, the implementation of rotation and transfer in this institution does not have the power of procedural justice. This institution requires a series of procedures that govern a process to be applied consistently for everyone, accurate and free of bias, representing relevant stakeholders, and in accordance with ethical norms in order to realize organizational justice. Organizational justice can also support talent development through facilitated knowledge transfer of the policies provided by the company (Oh, 2019), so that the purpose of rotation and transfer as an opportunity for employees to develop can be achieved. It shows that the role of organizational justice is needed by employees in perceiving organizational actions.

This finding is in line with previous research which stated that organizational justice has a positive effect on perceived organizational support (Huntsman et al. 2020; Hoa et al. 2020; Dar & Rahman, 2019).

In addition to the need to fix procedural justice for rotation and transfer policies, the implementation of distributive justice values is also an important thing to do in order to build employee perceptions of the organization. This information is known based on survey results that show 10% of respondents considered the determining factor of acceptance towards rotation and mutation is a close relationship, while 53% of respondents assumed the intervention of certain parties in the application of rotation, transfer, and promotion. The responses indicate a sign of inequality in distributive justice from the institution to its employees, as not all of them get the same treatment in the workplace.

Benefits of Digital Leadership on Organizational Justice

In the current technology era, we are entering the stage of industry 5.0, in which the use of large-scale data is widely encouraged in various industries or organizations. The organization challenge can be solved by utilizing the Internet of Things that drives automation. This triggers the consideration of the need for the application of digital transformation to support information transparency related to job rotations and mutations in order to prevent misperceptions by employees of BPJS. It can support transparency in the information delivery to the members of the organization. In this digital era, organizations are dealing with the VUCA (volatility, uncertainty, complexity, and ambiguity) environment. Leaders in the digitalization era are expected to apply digital leadership, to keep up with the direction of technological changes to overcome the emerging VUCA situation (Petry, 2018). The Digital leadership tools model expects organizations to build the image of trust from their employees through network, openness, agility, and participation, or in other words, creating an ecosystem that is needed by the employees. Klein (2020) stated that an organization that has been successful in adopting digital leadership shows some characteristics, one of which is a digital business which describes the ability to understand and interpret business connectedness that is built based on digital networking. Current organizations need to be able to deal with the complexity of the situation in a balanced way between traditions or rules and a touch

of reformation that will bring improvements to the organization.

Based on the research results, it is important for organizations to adopt digitalization to avoid conflicts and problems. In this new era, organizational programs such as recruitment and selection, socialization, job design, training and development, employee participation, career development, performance appraisal, employee rewards and job security are starting to shift to digitalization. The shift of human resource management to digital has an impact on several contexts that are considered unclear by employees. This can be overcome because the dissemination of information is carried out in bulk in a short time to all employees. Digitization will enable transparent delivery of information and full understanding of information by members of the organization. In addition, the progress of the shift to digital allows monitoring of large amounts of employee data to be reported automatically through a system. This will prevent unauthorized parties from interfering in decision-making outside the provisions stipulated in the organization.

The shift to digitization has consequences that can undermine leadership practices. Organizations that are implementing digitalization need to adopt a new leadership style that is not only focused on commanding and controlling but also having good digital intelligence. Digital leadership is one of the keys to success in the success of digital strategies in organizations and organizational ecosystems. Pearl Zhu (2015) explains that one of the advantages of digital leadership is that they have in-depth knowledge and understanding of policies because in today's digital era, information is increasingly open and everyone has the ability to access and analyze information comprehensively, using interpretation, assumptions, and their own synthesis so that their knowledge becomes the basis for decision making.

The ease of obtaining new information can increase motivation in innovative work behavior in employees. This behavior is a form of innovation at the individual level which is very important to increase competitive advantage and organizational sustainability. Digital leadership is very appropriate to be applied in today's uncertain environmental conditions. Based on this, the application of digital leadership can at the same time overcome the problem of organizational justice which is one of the determining factors that shape employee

perceptions of organizational support because employees are given the freedom to develop creative ideas that they have in doing the work they do.

In addition, employee organizational commitment needs to be built into all work units in any area so that employees have a more positive perception of rotation and mutation. They should no longer regard rotations and transfers as disciplinary measures, but as opportunities for development. The adoption of technology is also an effort to increase employees' acceptance of rotation and transfer with less doubt and anxiety because they can access their performance evaluation and ultimately get the opportunity for rotation and transfer in return for their achievements.

Managerial Implications

This study does not discuss the role of position in talent mobility. There are several job positions that need to experience mobility, namely employees needed by the organization in order to develop with the organization. SVPs, Assistant Vice Managers, as well as head office and regional employees have more experience with rotations and transfers. This indicates the need for talent management to determine the implementation of rotations and transfers for the position. Further research needs to be done to see the motives or factors behind the implementation of rotation and mutation for SVP, Assistant Vice Manager, as well as head office and regional employees as a recommendation to the organization in designing policies or regulations regarding the implementation of rotation and transfers. Research analysis found a conflicting trend between affective commitment and continuance commitment which causes employees to refrain from rotating and transferring. Further research could further investigate the question of whether the level of affective commitment and continuance commitment can be found to be inversely related at the individual level.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study found that there was uniformity in employee perceptions of rotation and mutation. The implementation of rotation and transfer is considered a disciplinary action by the organization, in addition to the lack of clarity and certainty of policies governing

rotation and mutation. This has resulted in a negative assessment of the perceived organizational support provided by this institution to its employees. Practically, this research shows the need for organizations to implement policies that strengthen organizational justice based on written and applicable rules. There needs to be an increase in employee acceptance of rotations and mutations as rewards given to employees after a performance evaluation is carried out.

Recommendations

In addition, the results of this study recommend the need to design an organizational culture that supports employee organizational commitment, especially affective commitment which will form a sense of belonging. Affective commitment will help them during the rotation and transfer regardless of their work unit or region of origin and ultimately build synergies among employees from various backgrounds. This study also suggests the application of digital leadership where organizations manage large-scale employee data to be presented as open information that can be accessed by employees. The use of big data stored in the organization's systems will also prevent violations with special arrangements regarding data utilization.

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