

## **The Effect of Managerial Talented on Work Experience in Post Office Managers in Regional IV Jakarta**

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### **Abstract**

Along with the Industrial Revolution, and now even entering the 5.0 Industrial Revolution, of course high creativity and innovation are required from each business entity. Organizations can no longer run a business as usual, every time and every time they are required to make various kinds of breakthroughs, so that they can remain relevant / survive the changes that occur. Likewise with what happened in the field of courier services, the industry in which PT. Pos Indonesia, whose conditions are currently getting tighter and fiercer. For this reason, a manager who has high work experience is needed in order to help the company win the existing competition. One way to get managers who have high work experience is to attract individuals who have good managerial talent to join the company. Managers who have good managerial skills tend to have high work experience, because these employees will always be prioritized when there is an empty position, or when there is a promotion in a department. This study aims to analyze the direct effect of managerial talented on work experience. This study uses a quantitative approach with a survey method by providing a list of questions to the respondent. The procedure used in testing, data processing and model development is structural equation modeling. Data were analyzed using AMOS statistical software tools. This method is used to facilitate the discovery of the effect (causal) of exogenous variables on endogenous variables. This research was conducted without any treatment from the researcher. The population in this study were all post office managers at PT. Pos Indonesia - Regional IV Jakarta, totaling 160 people. The results of this study prove that there is a positive direct effect of managerial talented on work experience.

Keywords: Managerial Talented, Work Experience, Post Office.

### **INTRODUCTION**

PT. Pos Indonesia (Persero) is one of the State-Owned Enterprises (BUMN) which has a core business in the courier service business, logistics, and also financial transactions. As a state-owned company, PT. Pos Indonesia (Persero) tries to survive and develop by improving service quality, providing competitive and relatively affordable prices and conducting vigorous promotions through various advertising media, with the aim of further "introducing" the company to the public, this is done in order to retain customers. old and attract as many new customers as possible.

However, one of the important problems faced by the management of PT. Pos Indonesia, especially Regional IV Jakarta, is how to increase the work productivity of its employees, especially the performance of first-line managers who serve in an UPT (technical implementation unit), or what is commonly referred to as a Post Office. The role of a manager in a Post Office is very important. The manager in a Post Office is a function of the lowest / foremost structural hierarchy in the company. It is through the manager at the post office that the company's work programs can be well known and understood by all existing employees.

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 appropriate competencies as expected by the company. One way to get managers who have competencies in accordance with company expectations is to improve the work experience they have, where this can be realized if the manager has good managerial talent. According to Sparl, "managerial giftedness of a management competency is currently seen as the only long-term strategic advantage of a company" (Sparl et.al, 2013). The results of research conducted by Sidek and Muhammad entitled "Managerial Competencies and Small Business Growth: Empirical Evidence From Microfinance Participants" states that "In general, managerial competence plays an important role in business growth" (Sidek and Mohamad, 2013). So important is managerial giftedness, Purohit and Shah in their research stated that "Managerial giftedness not only improves financial performance, but also influences other perspectives from assessing the balance scorecard of an organization (Purohit and Shah, 2018). Therefore, currently the development of managerial competence to be able to have managerial giftedness has become one of the top priorities of the organization (Velu and Manxhari, 2017).

Managers get work done through other people. They make decisions, allocate resources, and manage activities directly together with staff to achieve organizational goals. Managers do work in a unit in an organization, together with two or more people continuously to achieve common goals. The existence of a manager in a company is very important. This is because managers have a function that is vital to the success / success of an organization.

Roger Chevalier in his book entitled *Manager's Guide To Improving Workplace Performance* said that "Managers as leaders who develop their employees as they assess the ability and willingness of their people, and then provide needed direction and support" (Chevalier, 2007). Chevalier also stated that "As a manager you must have a clear vision of where you your people are going and how you will get there." (Chevalier, 2007). The same thing was stated by Robbins and Judge, who stated that "Managers get things done through other people. They make decisions, allocate resources, and direct activities of others to attain goals. Managers do their work in an organizations, which is a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals "(Robbins and Judge, 2015).

According to Wagner and Hollenbeck "Managers are the people who plan, organize, direct, and control so as to manage organizations and organizational units. Managers establish the directions to be pursued, allocate people and resource among tasks, supervise individual, group, and organizational performance, and asses progress toward goals and objectives. To succeed in these functions, they perform specific jobs, use a variety of skills, and fill particular roles. " (Wagner and Hollenbeck, 2010). A similar opinion was expressed by Lawler, who stated that "Managers need to show employees how to get from theory to practice. Implementing a source of competitive advantage such as becoming more customer-focused or more innovative is rarely simple tasks. Effective managers deal with the day-to-day, but they are also constantly asking about and focusing on their short list of things that truly determine the effectiveness of an organization. " (Lawler, 2008).

Meanwhile Ivancevich, Konopaske, and Matteson said that “Managers must take an active role in motivating their employees (Ivancevich, Konopaske, and Matteson, 2014). The same thing is expressed by Kreitner and Kinicki (2011) who state "Managers typically perform functions associated with planning, investigating, organizing, and control. Managers, in turn, are charged with implementing the vision and strategic plan. Added by Ivancevich and Konopaske "Human Resource Division needs to attract, manage, and motivate talent while also shaping an organizational structure that utilizes this talent" (Ivancevich and Konopaske, 2014).

Armstrong stated, “Talent is what people have when they possess the skills, abilities and aptitudes that enable them to perform effectively in their roles. They make a difference to organizational performance through their immediate efforts and they have the potential to make an important contribution in the future "(Armstrong, 2012). Ulrich stated "By whatever name it goes, talent (workforce, people, human capital, competence) will be critical for the future. Talent ultimately results in productivity, which shows up in financial and customer results "(Ulrich, 2013). Truss added, “Talent is one of those concepts we intuitively understand but which we find difficult to define. For instance, talent has been defined in the field of HRD as the 'innate, genetically coded predispositions that create natural strengths and abilities within any individual ', and is different from skills, which are 'tools, techniques, and procedures that can be learned through instruction or experience "(Truss, 2012).

According to Wijayanti, work experience is "The experience of someone working for a particular job, this work experience is expressed in the work to be done and the length of time to do the work" (Wijayanti et al, 2020). Another opinion states that "Experience will help the company to improve service quality and create customer loyalty" (Wulandari, 2017). Meanwhile, Prasetya (2018) states that "Work experience is time spent by a person to acquire knowledge, skills and attitudes in accordance with the frequency and type of task". Harvey added in research conducted by Achilike, Nwele, and Okeke (2017), defining work experience as "a period of work that is designed to encourage reflection on the experience and to identify the learning that comes from working." A work period designed to encourage reflection on experiences gained in the workplace. The same thing was stated by Kotur and Anbazhagan (2014) who stated that "Apart from the professional and academic knowledge, it is commonly believed that experience might play important roles on the performance of individuals."

A similar opinion was expressed by Wahyudi (2018), that “Work experience is very important to the professionalism of employees. The more one's experience, showing its maturity to the field it is engaged in, but otherwise the least experience shows the standard performance. " In line with Wahyudi, Muntazeri and Indrayanto (2018) state that "work experience is a knowledge or skill that has been known and controlled by someone as a result of deed or work that has been done before for a certain period of time." In line with Wahyudi, Ferdyna (2019) in a study entitled Effect of Work Experience and Work Achievement to Position Promotion for Young Employees in Bukopin Sharia Bank, stated that "The work experience is defined as something or ability that is owned by employees in carrying out the tasks assigned to him. With a long enough experience and quite a lot, it is expected that they will have greater abilities than those without experience. "

Fatoki (2014) who conducted research on The Impact of Managerial Competencies on the Performance of Immigrant Owned Enterprises in South Africa, the results of the study show that there is a relationship between managerial competence and performance. The higher the managerial competence possessed by employees, the higher the business performance of the organization. Hawi, Alkhodary and Hashem (2015) with a study entitled Managerial Competencies and Organizations Performance, the research results show that all

factors of managerial competence, such as leadership, problem solving, and strategic abilities, have a positive relationship with organizational performance in airlines in Jordan. Meanwhile Sanda, Sackey, and Falholm. (2011) with a study entitled Managerial Competence and Non-Performance of Small Firms in a Developing Economy states that competence and managerial behavior in small and medium enterprises (SMEs) in Ghana have the effect of increasing organizational performance. With a good level of managerial competence, they have a high level of autonomy in managing the business they run.

## **RESEARCH METHODOLOGY**

### **Population**

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.

### **Data collection technique**

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 (twelve) 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 managerial talented and work experience 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 managerial talented on work experience.

### **Testing the validity and reliability**

#### **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.

#### **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, 2011). The reliability test aims to find out how far a measuring instrument can be relied on or trusted.

### **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 work experience (Y), while the exogenous variable is managerial talented (X).

### 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 managerial talented (X) on work experience (Y).

Hypothesis tested:

H0 :  $\beta_{y1} \leq 0$

H1:  $\beta_{y1} \geq 0$

### RESULT

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.

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.

### 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,

Tabel 1.  
Respondent by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	96	60.0	60.0	60.0
	Woman	64	40.0	40.0	100.0
	Total	160	100.0	100.0	

Tabel 2.  
Respondent base on age

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Under 30 years old	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	45	28.1	28.1	100.0
	Total	160	100.0	100.0	

Tabel 3.  
Respondent base on length of work

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

Tabel 4.  
Respondent base on education level

		Frequency	Percent	Valid Percent	Cumulativ e Percent
Valid	High School equivalent	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	

## Data Validity Test

Validity test is a test used to show the extent to which the measuring instrument used in measuring what is measured. Ghozali (2011) 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 questionnaire in this study using Pearson product moment correlation with the help of IBM SPSS software release 24. Following are the test results on 160 research respondents:

Tabel 5.  
Test Variable Validity (Y) Work Experience

		Correlations										
		PENG1	PENG2	PENG3	PENG4	PENG5	PENG6	PENG7	PENG8	PENG9	PENG10	TotPENG
PENG1	Pearson Correlation	1	,550**	,488**	,534**	,455**	,481**	,480**	,525**	,539**	,450**	,702**
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,000	,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG2	Pearson Correlation	,550**	1	,601**	,508**	,438**	,594**	,548**	,467**	,540**	,561**	,742**
	Sig. (2-tailed)	,000		,000	,000	,000	,000	,000	,000	,000	,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG3	Pearson Correlation	,488**	,601**	1	,495**	,499**	,567**	,535**	,474**	,546**	,580**	,741**
	Sig. (2-tailed)	,000	,000		,000	,000	,000	,000	,000	,000	,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG4	Pearson Correlation	,534**	,508**	,495**	1	,681**	,632**	,582**	,592**	,561**	,489**	,791**
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,000	,000	,000	,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG5	Pearson Correlation	,455**	,438**	,499**	,681**	1	,618**	,571**	,572**	,536**	,463**	,758**
	Sig. (2-tailed)	,000	,000	,000	,000		,000	,000	,000	,000	,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG6	Pearson Correlation	,481**	,594**	,567**	,632**	,618**	1	,661**	,549**	,613**	,583**	,816**
	Sig. (2-tailed)	,000	,000	,000	,000	,000		,000	,000	,000	,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG7	Pearson Correlation	,480**	,548**	,535**	,582**	,571**	,661**	1	,664**	,675**	,638**	,822**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000		,000	,000	,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG8	Pearson Correlation	,525**	,467**	,474**	,592**	,572**	,549**	,664**	1	,633**	,580**	,781**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000		,000	,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG9	Pearson Correlation	,539**	,540**	,546**	,561**	,536**	,613**	,675**	,633**	1	,645**	,816**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000		,000	,000
	N	160	160	160	160	160	160	160	160	160	160	160
PENG10	Pearson Correlation	,450**	,561**	,580**	,489**	,463**	,583**	,638**	,580**	,645**	1	,775**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000		,000
	N	160	160	160	160	160	160	160	160	160	160	160
TotPENG	Pearson Correlation	,702**	,742**	,741**	,791**	,758**	,816**	,822**	,781**	,816**	,775**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	
	N	160	160	160	160	160	160	160	160	160	160	160

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Tabel 6.  
Summary of Variable Validity Test Result (Y) Work Experience

No	Item	Koefisien Korelasi	pvalue	Keputusan
3	Pengalamankerja			
	PENG1	0,702	0,000	Valid
	PENG2	0,742	0,000	Valid
	PENG3	0,741	0,000	Valid
	PENG4	0,791	0,000	valid
	PENG5	0,758	0,000	valid
	PENG6	0,816	0,000	valid
	PENG7	0,822	0,000	valid
	PENG8	0,781	0,000	valid
	PENG9	0,816	0,000	valid
	PENG10	0,775	0,000	valid

Sumber : Data Primer diolah SPSS 2019

Based on the results of the Pearson Correlation test output in table above it is known that each questionnaire question item on the dependent variable (Y) Work Experience (Peng) consisting of Peng1 to Peng10 each has a significance value of Sig. (2-tailed) <0.05 which

means that all item questions Position Rotation variable in this research instrument was declared 'valid' and tested its validity so that it could be used in further research.

Tabel 7.

Summary of Variable Validity Test Result (X) Managerial Talented

No	Item	Koefisien Korelasi	pvalue	Keputusan
2	Keberbakatan manajerial			
	KBM1	0,806	0,000	Valid
	KBM2	0,834	0,000	Valid
	KBM3	0,785	0,000	Valid
	KBM4	0,800	0,000	Valid
	KBM5	0,829	0,000	Valid
	KBM6	0,846	0,000	Valid
	KBM7	0,837	0,000	Valid
	KBM8	0,826	0,000	Valid
	KBM9	0,848	0,000	Valid
	KBM10	0,852	0,000	Valid
	KBM11	0,802	0,000	Valid
	KBM12	0,803	0,000	Valid

Based on the results of the Pearson Correlation test output in table above it is known that each questionnaire question item on the independent variable (X) Managerial Talented consisting of KBM1 to KBM12 each has a significance value of Sig. (2-tailed) <0.05 which means that all items of the Managerial Talented variable questions in this research instrument are declared 'valid' and tested as valid so that they can be used in further research.

Tabel 8.

Variable Reliability Test (Y) Work Experience

Reliability Statistics

Cronbach's Alpha	N of Items
,926	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PENG1	35,23	23,990	,636	,922
PENG2	35,06	23,701	,682	,920
PENG3	35,14	23,654	,679	,920
PENG4	35,39	22,402	,726	,918
PENG5	35,45	23,016	,691	,919
PENG6	35,38	22,652	,764	,915
PENG7	35,23	22,632	,772	,915
PENG8	35,36	23,302	,726	,918
PENG9	35,36	22,357	,760	,916
PENG10	35,21	22,794	,711	,918

Sumber : Data Primer diolah SPSS 2019



Based on the results of the Cronbach's Alpha test output in table above it is known that the average value of Cronbach's Alpha for 10 items of questionnaire questions on the variable Work Experience (Y) Cronbach's Alpha value of 0.954 or > 0.900 So that it can be stated that all instruments (questionnaire) in this study are declared 'Very Reliable' and tested for reliability so that it can used in further research.

**Tabel 9.**  
**Variable Reliability Test (X) Managerial Talented**

Reliability Statistics				
Cronbach's Alpha	N of Items			
,956	12			

  

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KBM1	42,45	43,834	,765	,953
KBM2	42,49	43,333	,798	,952
KBM3	42,58	44,196	,741	,954
KBM4	42,59	44,482	,762	,953
KBM5	42,60	43,348	,791	,952
KBM6	42,61	43,397	,813	,952
KBM7	42,59	43,489	,802	,952
KBM8	42,58	44,107	,791	,952
KBM9	42,64	43,577	,816	,952
KBM10	42,51	43,484	,820	,952
KBM11	42,55	44,060	,761	,953
KBM12	42,55	43,784	,761	,953

Based on the results of the Cronbach's Alpha test output in table above it is known that the average value of Cronbach's Alpha for 12 items questionnaire questions on the Managerial Talented variable (X) of 0.904 means according to the reliability criteria of Gulidford all items of the Work Experience variable question (Y) has a Cronbach's Alpha value of > 0.900, so it can be stated that the instrument (questionnaire) this research was declared 'Very Reliable' and tested its reliability so that it could be used in further research.

***Standardized Regression Weight Structural Equation Modelling***

Standardized Regression Weight Structural Equation Modeling is used to see how much influence each Managerial Talented (X) and Work Supervision (Y) variable has on other variables. Standardized Regression Weight Structural Equation Modeling test results can be seen as follows:

Tabel 10.  
Standardized Regression Weight Structural Equation Modeling

			Estimate	S.E.	C.R.	P
Work_Experience	<--	Managerial_Talented	,556	,078	7,146	,006

Based on the outputs in the above table, it can be seen that the estimated value of the influence of the Managerial Talented variable (X) on Work Experience (Y) is 0,556 with a significance probability value of 0.006 < 0.05. So it can be said that Managerial Talented (X) has a positive and significant effect on Work Experience (Y).

### Measurement of the Goodness of Fit Test

To find out that the hypothesized model that is constructed is feasible to use, it is done by comparing the Cut-off Value of Chi-Square, GFI, AGFI, TLI, NFI, CFI, CMIN / DF and RMSEA with the recommended range of values. In table below is presented a summary of the results of the model feasibility test (goodness of fit test) of the hypothesis that has been built in this study.

Tabel 11.  
Measurement of Goodness of Fit Index  
Effect of Managerial Talented on Work Experience.

Measurement <i>Goodness-of-fit</i>	Acceptance limits recommended	Value	Decisions
<i>Chi-Square hitung</i>	$X^2_{hit} < X^2_{tabel}(df=1028)$	1100,906 < 1.103,70	Fit
<i>P-value Chi-Square</i>	$\geq 0.05$	0.056	Fit
CMIN/DF	< 2	1.071	Fit
GFI	$\geq 0.90$	0.783	Marginal Fit
RMSEA	$\leq 0.08$	0.021	Fit
AGFI	$\geq 0.85$	0.762	Marginal Fit
NFI	$\geq 0.90$	0.791	Marginal Fit
TLI	$\geq 0.90$	0.983	Fit
CFI	$\geq 0.90$	0.984	Fit

Source: Primary data processed by SPSS 2019

Testing the model hypothesis shows that this model is appropriate or Goodness-of fit of the data used in the study as seen all indicators namely Chi-Square, CMIN / DF, RMSEA, RFI, CFI, TLI are within the range of the recommended value range means the model can be stated in condition (fit) or accepted, even though GFI, AGFI and NFI are marginally accepted. According to Ghazali, 2012 in Haryono, (2017: 243), overall goodness of fit test can be assessed based on a minimum of 5 criteria. The results of the study above indicate that there are 6 (six) criteria that pass the goodness of fit test, namely Chi-Square, CMIN / DF,

RMSEA, RFI, CFI, TLI are within the recommended range of values so that the model is stated in a fit condition.

### Hypothesis test

From the results of calculations through confirmatory factor analysis and structural equation models, the models in this study were declared acceptable. The measurement results have met the criteria for goodness of fit with a Chi-square value = 1100,906 P-value Chi-Square = 0.056; CMIN / DF = 1,107; AGFI = 0.762; GFI = 0.783; TLI = 0.983; CFI = 0.984 and RMSEA = 0.021 .. Furthermore, based on the fit model, a test of the hypotheses proposed in this study will be tested, which is summarized in the following table:

Tabel 12.  
Hypothesis test

			Estimate	S.E.	C.R.	P	Decisions
Work_Experience	<--	Managerial_Talented	,556	,078	7,146	,006	Ha accepted

Source: Primary data processed by SPSS 2019

Ha : Managerial Talented has a significant effect on work experience for managers at Regional IV Indonesia Post Office Jakarta

The output results in the table above the estimated parameters between Managerial Talented (X) to Work Experience (Y) show significant results with a p value of 0.006 <0.05 and a value of C.R = 2.768 or C.R C.  $\pm$  2.00. So the hypothesis (Ha) which states that managerial talented has a significant positive effect on work experience for managers at the Jakarta Regional IV Jakarta Post Office, is accepted.

## Managerial Discussion and Implications

### Effect of Managerial Talented on Work Experience

Managerial Talent is the understanding, development and distribution of skills that can be implemented properly by an employee in carrying out tasks for certain work roles in a company organization. Meanwhile, work experience is the process of forming knowledge or skills about the method of a job because of the employee's involvement in the implementation of job duties.

The results of this study state that managerial giftedness has a positive and significant effect on work experience, especially for managers in the PT Pos Indonesia Regional IV Jakarta environment. The results of this study support the results of previous studies conducted by Jason & Sussana (2009) and Harter (2000).

The managerial implication for PT Pos Indonesia is that an employee who has managerial talented and good managerial skills, especially supported by adequate work experience, will certainly be able to understand every job assignment and be able to carry it out properly. The reality in the field shows that there is a tendency that the longer and more work experience an employee has, it is certain that the employee will have relatively high skills and work skills. PT Pos Indonesia Regional IV Jakarta is obliged to retain every employee who has high managerial talent or management skills and adequate work

experience, because they are human resource assets that the company must maintain and are expected to contribute more optimally. for the progress of the company in the future.

## **DISCUSSION**

Based on the background description, literature review and examine the results of previous research and supported by the results of data analysis using IBM AMOS 25 and IBM SPSS 25 software, then several conclusions can be drawn to answer the objectives and research hypotheses as follows:

Managerial Talented has a positive and significant effect on Work Experience in PT Pos Indonesia Regional IV Jakarta Employees. The results of this study are in accordance with the objectives of the study and the first hypothesis in this study, so that the hypothesis is accepted.

## **IMPLICATION**

In general, the results of this study reflect that the conditions of the employees of PT Pos Indonesia Regional IV Jakarta are already in good condition, meaning that in terms of each of the variables studied, Managerial Talented and Work Experience are running on the right track and get a good assessment based on answers questionnaire from research respondents. However, regarding the Office Rotation policy for employees in PT Pos Indonesia, in addition to considering Work Experience, it is also good to pay attention to other issues such as adequate compensation or regarding visionary leadership that must be possessed and is a prerequisite for occupying certain managerial positions in PT Pos Indonesia, bearing in mind that the services of PT Pos Indonesia, especially in the field of courier services, currently have to compete vigorously with courier services that are growing rapidly by utilizing information technology and networks such as First Logistic, SiCepat,, J&T, in addition to courier application services Online GoJek, Maxim and others.

## **CONCLUSION**

In the midst of increasingly fierce competition, having employees with high managerial talent is a must. PT. Pos Indonesia as a state-owned company engaged in the courier service industry, must also make serious improvements, especially improving the qualifications of its employees, in order to improve the company's overall performance, one of which is to develop the managerial talents of its employees.

High managerial talent will have a positive effect on the work experience undertaken by a manager. Of course, individuals will not feel awkward and can quickly adapt when getting assignments in various divisions in the organization. With good managerial talent, a manager will have a greater opportunity to occupy various positions in the organization, which will increase his work experience.

The managerial talent possessed by an employee, in this case the manager, is a differentiating factor for the organization. Individuals who have high managerial talent, are not only able to perform far beyond the expectations of the organization (performing superiorly), but they are also able to inspire other employees, to also perform far beyond the expectations of the organization.

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