

The Impact of Job Rotation Toward The Performance of Operational Employees in PT. Matahari Putra Prima Tbk

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Abstract: The following research is conducted in PT. Matahari Putra Prima Tbk. specifically in the operational section that has the population of 70 employees. The number of sample taken in this reseach is 58. The data is obtained through a series of questionnaire that have been tested through a validity and realibility measurement. The technique of analysis used in this research include linear regression, partial t test and R-squared test. The linear regression yields a result of $y=12,047+0,693x$. The result of R^2 is 0,680. This indicates that the performance of employees is effected by job rotation as high as 68,0%. The excess of 32% is effected by other variables like style of leadership, compensation and various motives that are not explained in this research. Meanwhile, the significance of job rotation impact toward the performance of employees is done using the t test. From the SPSS22 software, we attain t_{count} as high as 10,919. From the table of t distribution (with the error level of 5%), we attain t_{table} as high as 1,672. Since the score of t_{count} is greater than t_{table} ($10,919 > 1,672$), the submission of hypotesis is accepted.

Keywords: Job rotation, Performance of employees

INTRODUCTION

Human resources play an important key role in every organization in order to achieve the organization's mission. Basically, humans are one of the main resources in an organization. The human resources' role is to maintain the daily activities of the organization where they are involved in. In order to sustain management activities, an organization must have employees with standard knowledge and skills. Above that, the employees must strive to manage the organization as optimal as possible. This is mainly needed to increase their performance. Basically, employees need to be considered by the organization. Therefore, the organization where they work must pay attention to the whole activities done by employees. (Sukmawati & Sugiyanto, 2021)

As a result of the tight competition occuring among businesses, many organizations face challenges in order to maintain their life cycle. The success of an organization mainly depends on the job performance or work results of its employees. Employees are a vital resource to the organization since they have the talent, strength and creativity needed by the organization to achieve its goals. Therefore, the organization must make the operational

work more effective and efficient so that the work results will suite the purpose that has been determined. (Tharig Kemal & Kasmaruddin, 2014)

The job rotation has been one way of developing the job performance of employees. A stagnant job that is done for a long time of period will result to boredom and loss of interest. Data in most research field have proven that many employees complain about matters related to the job rotation, like the time length, the uneven job rotation, the demand of various skills and the difficulties of adapting with the new work environment. (Nursanti, 2014)

In this case, the presence of job rotation is expected to reduce the dullness of work, prepare a better work management system, increase social communication and increase the skills needed for work. The main purpose expected from job rotation is to increase the performance of employees. This can push newer skills, better character (for old employees) and placement for new employees. Therefore, the work motivation given by managers can motivate employees to do a better work. (Sugiyanto & Hamzah, 2021)

Based on the results of the study, rotation has an effect on employee motivation. This is evidenced by the value. So the first hypothesis which states that job rotation has a significant positive effect on employee motivation. The existence of job rotation can improve employee performance. Rotation is the movement of employees to improve the effectiveness and performance of employees in the organization and this will help employees learn new skills, due to work boredom and employee dissatisfaction at work as well as employee misplacement, rotation is carried out by the company. The effect of rotation on employee performance, the analysis shows that rotation has a significant positive effect on employee motivation with a significant value. So that the hypothesis that job rotation has a significant positive effect on employee performance is accepted. Job rotation for employees can improve employee performance. (Tunggal Triwardhana & Sudarsih, 2014).

The results of the study indicate that the existence of a job rotation that is carried out in a coordinated manner and has been designed so that every employee gets a part to be rotated will be able to improve employee performance because with the rotation of the work it will avoid feeling bored or bored with the work being carried out. If job rotation is carried out properly, it will make employees complete the work correctly and on time, be disciplined, minimize negligence, and employees know the job description and try to do it as well as possible.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The variables in this study include the independent variable and the dependent variable.

1. Independent Variable (X) The independent variable or independent variable used in this study is Rotation (Work Abilities, Work Attitudes, Working Conditions, Personal Attitudes.
2. Dependent Variable (Y) The dependent variable used in this research is Employee Performance (Quality of Work, Quantity of Work, Punctuality, Cooperation, Initiative.

The job rotation indicator is an individual moving systematically from one position to another within an organization. With following dimensions:

1. Work ability, including Knowledge, Skills and Job Mastery
2. Work attitude, including Cooperation
3. Working conditions, including There is/no change
4. Personal attitude, including Attitude and interest in work (Simamora 2015:125)

The employee performance, according to Mangkunegara (2014:9) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Gibson, Ivancevich and Donnely (in Sugiyanto & Hamzah, 2021) factors that affect employee performance are individual variables, psychological variables, and organizational variables, are:

1. Individual factors that include: Physical and mental abilities and skills; Background, such as family, social level and experience; Demographics, concerning age, origin and gender.
2. Psychological factors that include: Perception, attitude, personality, learning, motivation.

- Organizational factors that include: Resources, leadership, rewards, structure and job design.

Literature review is a list of references from all types of references such as books, journals, articles, dissertations, theses, handouts, laboratory manuals, and other scientific works. Some related literature (Review of related literature). In accordance with this meaning, a literature review serves as a literature review (research reports, etc.) on related issues, not always having to be exactly identical to the problem area at hand, but including those that are concurrent and related (collateral). In this study using Path Analysis technique to solve the problems that exist in the company. The related variables are rotation, and employee performance.

METHODS

The data used in this study is primary data, data obtained from respondents by providing questionnaires/question data to employees and secondary data is data collected indirectly from the source. The data obtained in the form of attendance rate data, target achievement data, and employee assessment data derived from archives or documents owned by the company. Then the data obtained from the internet in the form of company profiles and the latest company news. And in the form of research studies and previous research.

Teknik atau metode analisis yang digunakan pada penelitian ini adalah regresi linier berganda yang digunakan untuk menguji hipotesis, sedangkan dalam pengolahan data penelitian ini menggunakan Program IBM Statistical Package for the social Sciences (SPSS) *Statistics 22.0 for Windows* dan menginput data laporan menggunakan Microsoft Excel.

RESULT AND DISCUSSION

The population in this study were employees of PT Satya Dinamika Mandiri with a population of 70 employees and at the same time 58 samples were used in this study. The data collection technique used a questionnaire that had been tested beforehand and tested for validity and reliability tests. The data analysis technique used is linear regression analysis, t test, and R^2 test.

Validity and Reliability

The instrument test is needed on the results of the questionnaire that comes from the respondent's information. In this stage the instrument test is carried out by testing the validity and reliability. This test is used to measure the level of validity of an instrument or variable. The instrument item analysis technique to test the empirical validity uses the Pearson Correlation Product Moment formula (Mason et al., 1999), by comparing the value of r_{count} with r_{table} or it is said to be valid if the correlation value is above 0.258. Calculation of validity using SPSS, by looking at the correlated item total correlation. The calculation results are shown in the following table:

This test is used to measure the consistency of a measuring instrument in research (Singarimbun and Effendi, 1995). The reliability of the instrument or question is determined by using the AlphaCronbach formula. The instrument used in this variable is said to be reliable if it has a Cronbach alpha > 0.6. The calculation results obtained using the SPSS program are shown in the following table:

Based on the SPSS output, it can be seen that the Cronbach Alpha values both on the work rotation variable are greater than 0.60, so it can be concluded that the statement items on the work rotation variable are declared reliable (reliable). Can be seen that the Cronbach Alpha values both on the Employee Performance variable are greater than 0.60, so it can be

concluded that the statement items on the Employee Performance variable are declared reliable (reliable).

Normality Data Test

Table 1. Data Normality Test with Kolmogorov-Smirnov

		Unstandardized Residual
N		58
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,83457849
Most Extreme Differences	Absolute	,070
	Positive	,064
	Negative	-,070
Test Statistic		,070
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Based on the table above, the significant value = 0.200 > 0.05, so H_0 is accepted, which means the residual data is normally distributed. From the appearance of the histogram graph above, it can be concluded that the residuals appear to be normally distributed and symmetrical, although slightly skewed to the right, showing that the curve is bell-shaped with both sides widening. From the P-P Plot graph above, it can also be seen that the data collects around the diagonal line. This means that the normality test has been met or the model has been normally distributed. The two graphs show that the regression model meets the normality assumption.

Linear Correlation Analysis

To find out the relationship between work rotation variables on employee performance in operations at PT. Matahari Putra Prima.Tbk, correlation analysis was used with SPSS tools with the following results:

Table 2. Correlations

		Total X	Total Y
Total X	Pearson Correlation	1	,825**
	Sig. (2-tailed)		,000
	N	58	58
Total Y	Pearson Correlation	,825**	1
	Sig. (2-tailed)	,000	
	N	58	58

Based on the table above, the correlation value between work rotation (X) and employee performance (Y) is 0.825. So the results of the correlation value show that there is a very strong relationship (0.800 – 1,000) between job rotation and employee performance.

Linear Regression Analysis

The next analysis is to calculate the regression equation, which is used to predict how high the value of the Y variable is when the value of the X variable is manipulated (changed). In general, the regression equation is formulated with the formula $Y = a + bX$. However, to make it easier to use the SPSS program the following results are:

Table 3. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12,047	2,405		5,009	,000

Total X	,693	,063	,825	10,919	,000
a. Dependent Variable: Total Y					

Based on the level of explanation, this research is an associative research, which is a method that wants to know how closely the relationship or influence between the variables studied is, how the equations form between the variables studied, and how much influence one research variable has on other research variables. and the type of data, this research is a quantitative research, which is a research using data analysis techniques that use numbers so that problem solving can be calculated with certainty by mathematical calculations. The population and sample in this study were all employees of the Operations section at PT. Matahari Putra Prima.Tbk, totaling 58 employees. given weight based on Likert scale.

The data obtained were then analyzed using simple linear regression analysis, where the value of $Y = 12,047 + 0.693 X$, Constant (a) was worth 12,047, indicating a constant value, if work rotation (X) is equal to zero, then the employee performance value is 12,047 points . the regression coefficient of work rotation is 0.693, stating that every 1 increase in the work environment (X), it will increase employee performance (Y) by 0.693 points. In other words, if the work rotation is increased by one unit, then the performance of the Operational employees at PT. Matahari Putra Prima.Tbk.

Furthermore, the value of the coefficient of determination shows that the magnitude of the coefficient of determination ($R^2/Rsquare$) is 0.680. This states that 68.0% of employee performance can be explained by the job rotation variable. The remaining 32.0% was caused by other variables not included in this study, for example from training, incentives, training, leadership style and so on.

While the results of the hypothesis test, based on the coefficient table obtained from data processing using the IBM SPSS Statistics 22.0 for Windows program, show that the known t_count value is 10.919. Thus, $t_count > t_table$ ($10,919 > 1,672$). This means that job rotation has a real and positive effect on employee performance.

From the table it can also be seen that a significance value of 0.000 means that this figure is smaller than the 5% significance level ($0.000 < 0.05$), meaning that it can be concluded that job rotation simultaneously has an effect and is significant on employee performance, which means that if job rotation increases, it will be reduced. follow the increase in employee performance.

Coefficient of Determination Analysis (R^2)

The coefficient of determination is used to determine the magnitude of the influence of the independent variable on the independent variable which is expressed as a percentage of the variation in the dependent variable and to provide an interpretation of the strength of the correlation coefficient relationship. This can be seen from the summary model generated using SPSS software.

Table 4. Coefisien of Determination Analysis (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,825 ^a	,680	,675	1,851

Source : data is process with SPSS v.22.0

The magnitude of the percentage of the independent variable can explain the value of the dependent variable can be known from the magnitude of the coefficient of determination (R^2). The results of calculations using the SPSS program are shown in table 4.37, the magnitude of the coefficient of determination ($R^2/Rsquare$) is 0.680. This states that 68.0% of employee performance can be explained by the job rotation variable. The remaining 32.0% was caused by other variables not included in this study, for example from training, incentives, training, leadership style and so on.

Hypothesis Test (T Test)

Hypothesis testing is done to find out whether the correlation is significant or not, then the t-test is tested. The t-test is an individual independent variable test that is carried out to see the significance of the influence of individual independent variables on the dependent variable. This test is carried out by two-sided testing and using the following hypotheses:

Ho : 0 means there is no significant effect between the independent variable (job rotation) on the dependent variable (Employee Performance)

Ha : 0 means that there is a significant effect between the independent variable (job rotation) on

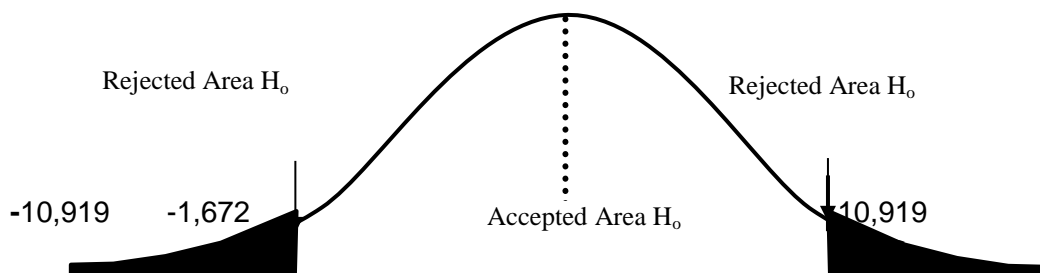
In this analysis, the t-test is performed at $n-k$ degrees of freedom, where n is the number of samples and k is the number of variables. For the level of confidence used is 95% or = 5%. Then the t-table ($58-2=56$) obtained is: 1.672.

Table 5. T Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,047	2,405		5,009	,000
	Total X	,693	,063	,825	10,919	,000

a. Dependent Variable: Total Y

The value of the t-table above will be used to test the significance of the effect of the independent variable on the dependent variable. From table 4.38 above, it is known that the value of t_{count} is 10.919. Thus, $t_{count} > t_{table}$ ($10,919 > 1,672$). This means that work rotation has a real and positive effect on employee performance. Or for more details can be seen in the following image:



Picture 1. Hypothesis of Accepted and Rejected Curve

Two-party t-test result curve

From the table it can also be seen that a significance value of 0.000 means that this figure is smaller than the 5% significance level ($0.000 < 0.05$), meaning that it can be concluded that simultaneous work rotation has a significant and significant effect on employee performance, which means that if job rotation increases, it will be follow the increase in employee performance.

CONCLUSIONS

Based on the research that has been done there is a positive and significant effect between work rotation and employee performance at PT. Matahari Putra Prima.Tbk logistics division (Distribution Center), it can be obtained an R value (Correlation) of 0.825 or 82.8% . Based on the coefficient number, the contribution of the influence given by the independent

variable (Job Rotation) to the dependent variable (Employee Performance) at the location of this study is very strong.

The results of the hypothesis test say that job rotation has an effect on employee performance (H_a), proven and accepted, this hypothesis test refers to the provisions, namely: t test, probability test and F test, in this case the significance level is 5% with $N = 58$ so $df = N - 2$, so $df = 58 - 2 = 56$ and the t table is 1.672 while the coefficient table shows that the t count is 10.919, this means that $t \text{ count } (10,919) > t \text{ table } (1,672)$ The results of hypothesis testing are stated that H_0 is rejected and H_a is accepted. In the table of coefficients in the significant column, it can also be seen that the existing probability or significant correlation at a significant level of 0.000 means $0.000 < \alpha(0.05)$ this means that the P-Value is below 0.05 then H_a is accepted and the F table is 4.01 while The calculated F obtained from the Anova table is 119.223, therefore $F \text{ count } (119.223) > F \text{ table } (4.01)$ so that H_0 is rejected and H_a is accepted.

The magnitude of the percentage of the independent variable can explain the value of the dependent variable can be known from the magnitude of the coefficient of determination (R^2). The results of calculations using the SPSS program are shown in table 4.37, the magnitude of the coefficient of determination (R^2/R square) is 0.680. This shows that 68.0% of employee performance can be explained by the job rotation variable. While the remaining 32.0% is influenced or explained by other variables not included in this study. Thus the formulation of the problem in this study has been answered that job rotation has a positive and significant effect on employee performance at PT. Matahari Putra Prima.Tbk (Distributor Center).

ACKNOWLEDGEMENT

Based on the results of the conclusions above, the researchers can provide suggestions for making improvements for those who use the results of this study. The results of the conclusions generated above, the authors have suggestions that can be taken into consideration for the company, which are:

1. The implementation of job rotation is not only carried out because of the needs of the company's organization, but also pays attention to the interests of employees who meet the requirements for a job rotation, for example: employees look bored or bored with the work they are doing, it can be seen from the decreased work presentation and no enthusiasm to get the job done. It is hoped that it will be even better in maintaining working relationships, because good working relationships can provide a sense of comfort for employees in carrying out their assigned tasks. Employees can feel focused at work which in turn will increase job satisfaction and employee performance, will also be able to meet company goals. Job rotation can be done at the same level and different skill requirements, Rotation is able to increase employee work motivation, so that employees understand the various existing regulations so they are not confused with different jobs.
2. If the vacant workforce really needs employees to fill vacant positions in order to immediately carry out work tasks in accordance with the work, then before carrying out the rotation process or during the rotation process, the company should assign employees who have one career path at the same level as the employee. vacant positions temporarily carry out their duties until the rotation process is complete, so that the company gets new employees to fill vacant positions or replace them with workers (employees) that are truly in accordance with the employee's career and competencies. Leaders should pay attention to the abilities of employees so that they can be adapted to the work given in order to achieve the goals that have been determined.
3. For further researchers who want to examine the problem of job rotation on employee performance, it is expected to look for and add other variables that if also affect job rotation and employee performance and expand the sample and object of research, so that the results of further research can improve understanding for researchers.

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