
DOES JOB ROTATION AND JOB SATISFACTION AFFECT THE PERFORMANCE?

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Abstract

The purpose of this research: (1) To know the description of job rotation, job satisfaction and employee performance at the Jambi Provincial Transportation Department. (2) To know the effect of job rotation on employee performance at the Jambi Provincial Transportation Department. (3) To know the effect of job satisfaction on employee performance at the Department of Transportation of Jambi Province. (4) To know the influence between job rotation and job satisfaction on employee performance at the Department of Transportation of Jambi Province. The method of this research is descriptive and quantitative and using regression method. The population in the study were the employees of the Jambi Provincial Transportation Department. Technique of sampling research using of stratified sampling. The total sample in this study was 123 respondents. The result of the research shows that the average level of the respondent's answer for job rotation (X1) is 74.46% and the average level of the respondent answer for job satisfaction variable (X2) is 68.52, it shows highest average respondent There is in position variable rotation (X1). The magnitude of the effect of rotation variables on the performance of employees at the Department of Transportation Jambi Province is amounted to 2,427. The amount of influence of job satisfaction on employee performance variables at the Jambi Provincial Transportation Department is 4.452. Based on the analysis that together into two independent variables of job rotation and job satisfaction have a significant effect amounted to 2.201 (X₁) dan 3.308(X₂) on the performance of employees at the Transportation Agency of Jambi Province.

Keywords: Job Rotation, Job Satisfaction, Employee Performance

Introduction

Bureaucratic reform both at the central government, provincial government and district government is a necessity in efforts to achieve good governance. Bureaucratic change in the provincial government and district governments were directed to make corrections and improvements to any shortcomings that occur in the implementation of the decentralization policy as an end in the implementation of the main functions of the bureaucracy, the public services that are directly in touch with community needs.

The position and role of Civil Servants as an element of the state apparatus serving as public servants should be able to provide fair services to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. In the Outline of State Policy (GBHN) has also been deposited mandate on the quality of Human Resources as the key to the success of sustainable development.

Jambi Provincial Transport Department is one of the government agencies in the province of Jambi. As agencies that maintain the stability in transportation by land, sea or air so that the economy in the province of Jambi is not congested, this service also demands maximum performance from employees. It is appropriate duties and functions of the Transportation Agency Jambi Province in line with the vision and his mission, then all of them are implemented in a program of work to be performed by each section in the Transport Department. Whether or not the performance or achievement of these results reflected how far the achievement of performance targets do employees at the Jambi Provincial Transport Department.

Based on Employee Performance Target Document (SKP) in 2014 and 2015 to all employees at the Transportation Agency Jambi Province, that the achievement of performance targets do employees in 2014 and 2015 can be obtained information of 180 employees only 44 employees earn good ratings orientation. As for integrity there are about 56 employees get good value. For the commitment aspect there are about 84 employees get good value. Category discipline employees who received either category only 84 orang. Ini means that only less than half of employees still was not disciplined. As for the category of cooperation only 56 people who enter both categories. From the results of the gains obtained are still some aspects of the votes obtained by employees are categorized as good.

To support the achievement of the performance appraisal recapitulation in 2015, researchers conducted initial observation, to determine employee performance phenomenon that existed at the Transportation

Department Jambi province. Based on observations made on March 3, 2016, the 30 employees there is a phenomenon that exists in Jambi Province Transportation Department, which found as many as 18 employees to complete the assigned task on time, and there are 12 employees do not complete the assigned task on time. Addition of 30 employees in mind there are 8 employees come to office not timely. From this it can be seen that the performance of employees is based on timeliness is still very rendah. Selain terms of timeliness, the low performance of employees is also evident from the low employee commitment. Based on observations made only 21 employees who carry out duties in accordance with existing commitments vision and mission. From the observation data above, it can be seen that the performance of existing employees at the Transportation Department Jambi province is still very low.

One factor that is expected to affect not achieved the maximum performance targets in 2015 is the rotation of office is often done by the Transportation Agency Jambi Province. Based on observations made on 30 respondents to the rotation of employees, it is known there were about 19 employees feel the rotation of employees reduce the level of discipline, and only 11 employees agree with the rotation of employees to improve discipline, this can be seen from the level of task completion time. In addition 17 employees feel the rotation of employees are not in accordance with the existing competence in employees, so that employees feel trouble remedy to adapt to a new job, and only 13 employees found employee rotation is in conformity with rational competence.

Besides this, other factors that influence the performance of employees is job satisfaction. Based on observations made to the employee on March 3 Transportation 2016 terhadap 30 respondents in Jambi province, found that there were 16 employees feel less satisfied with the relationship between employee after employee rotation held, and only 14 employees are satisfied. This is because employees find it difficult to adapt quickly among employees because they have to adjust themselves first.

In addition 21 employees feel working hours are too long and not conducive after the rotation of employees. It was felt by employees who are placed in UPTD, because there is no appropriate working hours. In addition, based on observations made there are about 16 employees feel salary given is not appropriate since the transferred employees. It was felt by employees who originally moved there in UPTD fields for kesekretariat, employees feel salary received unsatisfactory.

Research purposes

1. To describe the rotation of office, job satisfaction and performance of Jambi Provincial Transport Office employees.
2. To know and analyze the effect of the rotation of office on the performance of employees of the Department of Transportation of Jambi Province.
3. To know and analyze the effect of job satisfaction on the performance of employees of the Department of Transportation of Jambi Province.
4. To know and analyze the effect of job rotation and job satisfaction on the performance of employees of the Department of Transportation of Jambi Province.

Literature Review

Flippo (1993: 90), job rotation is the shift of office between employees in an organization. This shift is done not permanently or periodically. Meanwhile, job rotation is a planned replacement plan by employee leaders between several parts of the job within a certain period (for one or more) with productive goals, skills and job independence, increasing motivation, work performance, and productivity (Bennett, 2006: 7) . Meanwhile, job rotation is the process of moving employees from one job to another (Kaymaz, 2010: 41).

Cotton and Tuttle (1986: 112) defines job satisfaction as an estimate of the possibility that an individual will remain in an organization. Wexley & Yukl (1982: 65) Job satisfaction is a person's feelings towards his job. Meanwhile, Spector (1987: 116) satisfaction is a matter related to the attitude of the employee to the work itself. The overall job satisfaction for an individual is the sum of job satisfaction (from every aspect of the work) multiplied by the degree of importance of the aspects of the job to the individual.

Werther (1996) states that performance is the level of achievement of tasks that can be achieved by a person using the existing capabilities and limitations that have been set to achieve goals. Meanwhile, Robbins (2003: 87), performance is a specific target that is a management commitment that can be achieved by employees or organizations. Meanwhile, Mathis and Jackson (2001: 78), states that the performance is essentially what is done or not done employee.

The conceptual framework of the relationship between job rotation, job satisfaction, and employee performance can be seen in Figure 1 below.

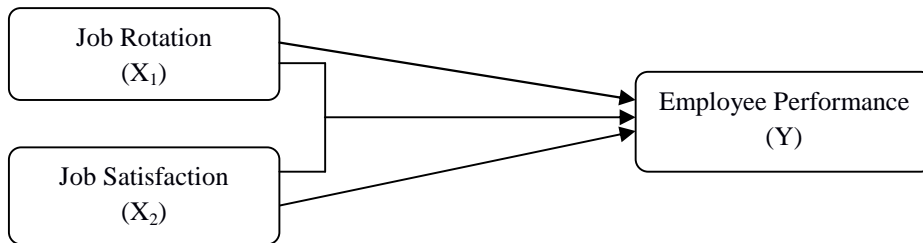


Figure 1. Conceptual Framework The Influence of Job Rotation and Job Satisfaction on Employee Performance

Research Methods

This research is descriptive analysis or survey. The population in this study are the employees who are in the Department of Transportation Jambi Province. Sampling process is done by stratified random sampling. The total sample in this study was 123 respondents.

Data used in this study are of two kinds, namely (1) the primary data, as the main data and (2) secondary data, as supporting data. Primary data, the research data obtained directly from the source (not through an intermediary medium) and the data gathered specifically to answer questions in accordance with the wishes of researchers.

The description of the influence of factors of independent variables on the effectiveness of distribution channels (dependent variable), can be described in multiple regression model as follows:

$$Y = b_0 + b_1x_1 + b_2X_2 + \hat{\epsilon}$$

Where, Y = Employee Performance, b₀ = Konstant, b₁ = Regression coefficient of each variable, X₁ = Job Rotation, X₂ = Job Satisfaction, and $\hat{\epsilon}$ = Random error (random error).

Results and Discussion

From the results of the analysis that has been done through the use of SPSS 17 software shows the average score for rotation variables is 74.46 with good enough category, the average score for job satisfaction variables is 68.52 with good enough category, while the average score for employee performance variable is 67,69 with good enough category.Under the prerequisite test its own data, the variable rotation of office, job satisfaction, and employee performance with the data obtained, it can be to be used in the calculation to search for multiple linear regression analysis. The results can be seen in the following table:

Table 1. Simultaneous Hypothesis Testing

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	817.416	2	408.708	9.542	.000 ^a
	Residual	5054.270	118	42.833		
	Total	5871.686	120			

a. Predictors: (Constant), Job_Satisfaction, Job_Rotation

b. Dependent Variable: Employee_Performance

With these figures prove that together into two independent variables yaiturotasi position and job satisfaction have a significant effect on the performance of employees of the Department of Transportation of Jambi Province. The results of the estimation of the obtained multiple linear regression test calculation can be seen in the table as follows:

Table 2. Estimated Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	32.121	5.287		6.075	.000		
Job Rotation	.032	.161	-.024	2.201	.041	.528	1.895
Job Satisfaction	.338	.102	.389	3.308	.001	.528	1.895

a. Dependent Variable:Employee_Performance

Thus, it can be proven that together into two independent variables, the rotation of office and job satisfaction have a significant influence on employee performance Transport Agency Jambi Province. Meanwhile, job satisfaction variables can be seen most dominant in influencing the performance of employees.

Conclusion

Based on the results of simultaneous analysis can be seen that the variable rotation of office and job satisfaction significantly affects the performance of employees in Jambi Provincial Transport Department. That is, the higher the rotational position mafaat of employees felt the better the performance of employees, and more satisfied person in the employee's work it will give good results.

Recommendation

It is suggested to the leadership of the Jambi Provincial Transport Department in the future are able to provide the rotation of office in accordance with the areas of expertise of employees, this is because based on a survey done there are many employees who feel the rotation is done in less precise with his knowledge fields. Meanwhile, the leaders are also expected to be able to pay attention to any factors that can increase and decrease employee satisfaction.

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