

Effect of Work Rotation on Job Satisfaction

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ABSTRACT

Find out the performance of employees, and it is necessary to measure or evaluate performance criteria. One assessment of employee work is job satisfaction determined by job rotation. Based on the phenomenon in the field, this study aims to assess the effect of job rotation on job satisfaction. This study uses a survey approach to employees. Structural analysis of equation modeling used to analyze data. The results of the survey prove that job rotation, which consists of additional employee capabilities, other employee knowledge, and overcoming employee saturation levels, affects job satisfaction.

Keywords: job rotation, job satisfaction.

INTRODUCTION

Humans always play an active role in every organization because humans become planners, actors, and determinants of the realization of organizational goals. This goal is not possible without the active part of employees. Employees who have high performance will have an impact on the company or organization. To find out the performance of employees' performance is needed, a measure or criteria for performance appraisal. Performance appraisal is an activity that can use as a means of the success of an employee is working within a specific time.

Employees are one of the crucial factors determining the progress of a company. According to Stanton & Nankervis (2011), the quality of an organization depends on the quality of the people. This condition means that excellent employee performance affects the achievement of company goals.

Employees are the most critical assets that must be owned by the company and highly considered by management. Humans boil down to the fact that HR is an element that is always in the organization. Humans make goals, innovate, and achieve organizational goals. Human resources trigger creativity in every organization

to achieve its goals. Human resources make the resources of other organizations run. Rotation of employees in an organization is something that needs to be considered by management so that changes or exchanges of employees are following the fields and abilities of employees. And it can make employees better.

The rotation system did make the employee work from the beginning or learn something new again. Indeed, if this happens, it will make the balance of the wheels of the institution will disrupt. With excellent and precise employee rotation with a minimum under the abilities of the employee's background, it can also take into consideration. So it is not only oriented to the rotation of an empty job or provide new experience and expertise to employees, but even these aspects become a concern so that the involvement of employees in the original function makes employees think hard to be able to adjust the new work so that it can give the wrong impact for organizational travel. To get the rotation process that is right on target and can provide positive things both for organizations should be able to make considerations to provide positive things. In line with the results of research conducted by Kampkötter, Harbring & Sliwka (2018), stating that the process of rotation itself can provide positive things for the learning process of a job.

It is departing from the roles and functions of rotation only to provide new experiences, new skills for employees so that they can adapt and have excellent abilities. However, if done inappropriately and carefully, it is not possible instead to give an inappropriate effect on the employee itself or the process of organizational turnover which can be slower or maybe if a right and proper rotation process should be able to move the organization better than before the rotation process is done. These values are the ones that are considered by organizational

officials in rotating. It is not impossible if it ignored; the wheels of the organization do not go according to the plan and vision and mission of the organization. The phenomenon that occurs that is not optimal job satisfaction is also thought to be caused by suboptimal rotation. Based on the results of the survey, it knows that the employee's progress of 3.0 is considered quite good. Employee knowledge (2.79) is quite good, and work saturation (2.75) is not good.

At the rotation process, the existence of employee competencies should be a concern, so that the skills of the employees themselves are not far from their necessary abilities. Because as it knows that employees who have excellent competence even above average can run the organization well. When we look at competent, qualified employees, it will be easier to run the process of the organization's wheels. The competence in question can be in the form of employee education or perhaps training that is followed by employees to support the needs of the organization.

Work rotation performed is expected to include the cross-training process of the employees themselves, wherein the process of moving from one job to another can provide positive things both for the employee itself or the organization. When employees rotated, employees also expected to be able to learn the work within the scope of the same organization, both skills, and understanding, to increase the productivity of the organization that is their home. Thus, as stated above, rotation is a division of labor with different tasks or different positions in a unit of time management. It intended to transfer objectives to employees to improve their abilities, knowledge, skills, and competencies and which have an effect on their motivational outcomes on one another.

In carrying out work routines, sometimes employees experience excessive methods from

the work they do. As for the alternative done is to rotate the work (Khan, Rasli, Yusoff, Ahmed, Rehman & Khan, 2014). The condition explains that rotation is a periodic change for an employee from one task to another or from one job to another job.

According to Zareen, Razzaq & Mujtaba (2013), job rotation indirectly benefits that employees will have a lot of skills and knowledge about other jobs. So that it can provide a good impact for the organization because it can reduce costs for employee training. Even the management of the organization has more flexibility in planning work, adjusting to changes, and filling tunnels according to its ability. Also, job rotation can lead to increased work disruption. Newly rotated employees must be able to adjust to other employees. Besides, it also takes time to monitor and evaluate them for freshly turned.

Job satisfaction is an individual. Each individual has a different level of joy following the value system that applies to him. The higher the assessment of activities felt under individual desires, the higher satisfaction with these activities; thus, Rivai and Sagala (2009) define job satisfaction as an evaluation describing someone's feelings of being happy or unhappy, satisfied, or dissatisfied at work. Job satisfaction can identify as a positive feeling about one's work as a result of an evaluation of their characteristics (Saravani & Abbasi, 2013). According to Siengthai & Pila-Ngarm (2016), job satisfaction is a positive emotional state that is the result of evaluating one's work experience. Job dissatisfaction arises when one's expectations not met. Based on the definitions of some experts, it can conclude that Job satisfaction is an evaluation result that illustrates an individual's attitude that shows satisfaction or dissatisfaction with his work experience.

If the employee performs as required, he should receive the promised gift. When he gets these rewards, his motives are satisfied, and his belief in the same pattern in the future strengthened. If he works well but receives less than promised, he will be skeptical for the days to come. Conversely, if he is not able to run well, and does not receive compensation, the consequences may be different. The first possibility, he becomes not to himself, maybe revenge with other factors that felt to be the cause. He no longer wants to do the same thing if he does not feel able to one hundred percent successful.

Another possibility is to increase its efforts to overcome these failures. With increased energy, it might be able to overcome failure in its past time. Therefore the process can be restarted, if not necessarily immediately realized, for that individual will evaluate the feasibility of the prize. He will compare with the effort that has spent to achieve the award. After that, if he feels enough, then he will become more critical for the future. If he is satisfied, the same process will do again. The phenomenon that has described previously is the purpose of this study, namely how much influence the job rotation on employee job satisfaction.

RESEARCH METHODS

This research conducted at government agencies that manage the development of the paper industry in the city of Bandung where found problems that are worthy of study. The research authors focus on issues relating to Employee Rotation of Employee Job Satisfaction, and this research was carried out for four months and used a survey approach to 95 employees. The data analysis technique uses a partial least squares approach.

Operational variables include work rotation variables developed by Eriksson & Ortega (2006); Earney & Martins (2009), who revealed that rotation covers that rotation is an addition to the ability of employees, additional employee knowledge, and overcome the level of boredom at work. And the Job Satisfaction variable uses the Minnesota Satisfaction Questionnaire instrument developed by Weiss, Dawis & England (1967). Job Satisfaction Factors are factors that concern a person's psychological needs, that is, a perfect feeling of doing work.

Data quality testing shows that some statement instruments show loading values <from 0.5 so that some statement instruments are not analyzed. Table 1 below shows the results of the validity and reliability of the research instrument quality test:

Table 1. The Validity and Reliability of The Research Instrument.

Item	Rot1	Rot2	Rot3	Kep
R3	0.534			
R4	0.980			
R5	0.836			
R8		0.974		
R9		0.966		
R12			0.992	
R13			0.994	
K4				0.837
K10				0.848
K11				0.997
K16				0.991
	AVE	Cronbach's alpha	VIF	
Rot1	0,535	0,552	1,214	
Rot2	0,724	0,618	1,303	
Rot3	0,778	0,715	1,274	
Kep	0,580	0,728	1,371	

The reliability test results above can state that all variables included in the reliable category because of the score > 0.70. Thus the research instruments used by each variable in this study

can be declared reliable and genuinely as a reliable measuring instrument and have a high level of stability, in the sense that the measuring instrument, if carried out repeatedly, the results of testing the instrument will show results that remain.

RESULTS AND DISCUSSION

The results of the calculation show the research variables consist of 4 variables, namely job rotation composed of 3 variables, namely the addition of employee capabilities, additional employee knowledge, and overcome the level of employee saturation and job satisfaction variables.

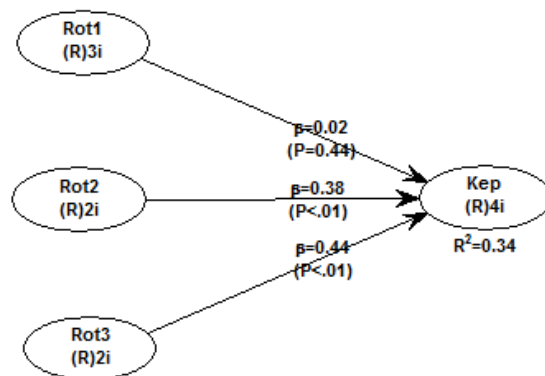


Figure 1. Calculation Results of Research Variables.

Based on the figure above, it knows that the Rot1 = 0.02 path coefficient, a p-value of 0.44 obtained by taking a significance level of α of 5%, then H_0 is accepted, or in other words, there is no significant effect between the additional ability of employees to satisfaction. Thus it can be concluded that the additional ability of employees has a significant influence on

satisfaction. This result means that the additional ability of employees contributes to job satisfaction by 0.02. Path coefficient Rot2 = 0.38, obtained p-value of <0.01 by taking a significance level of α of 5%, then H_0 is rejected, or in other words, there is a significant effect between additional employee knowledge of satisfaction. Thus it can be concluded that the additional knowledge of employees has an influence, which is substantial to satisfaction. This result means that the additional knowledge of employees contributes to satisfaction by 0.38. Thus the better the additional knowledge of employees, it will increase satisfaction. Rot3 path coefficient = 0.44, obtained p-value of <0.01 by taking a significance level of α of 5%, then H_0 is rejected, or in other words, there is a significant influence between overcoming the level of employee boredom towards satisfaction. Thus it can be concluded that overcoming the saturation level employees has a significant effect on satisfaction. This result means overcoming the level of employee boredom contributes to satisfaction by 0.02. Thus the better the rotation, it will increase satisfaction and R2 by 0.34.

The results of this study are following Saravani & Abbasi (2013), which proves that rotation is a process as an additional ability for employees themselves and also as a process of increasing ability and efforts to overcome the level of burnout at work.

Based on the results of research on descriptive analysis, obtained an average value of rotation with a total average of 3.28 with a reasonably good to proper criteria, rotation of work carried out expected to include the process of cross-training of the employees themselves, which in the process of moving from one job to other jobs able to provide positive things both for the employee itself or the organization. When employees rotated, employees also expected to

be able to learn the work within the scope of the same organization, both skills, and understanding, to increase the productivity of the organization that is their home.

Thus, as stated above, rotation is a division of labor with different tasks or different positions in a unit of time management. This result intended to transfer objectives to employees to improve their abilities, knowledge, skills, and competencies and which have an effect on their motivational outcomes on one another. The highest statement is about aspects. Every employee is always trying to get new workability, and I feel the change provides a unique atmosphere that is more comfortable.

However, there are still weak aspects, namely different elements of the position will increase knowledge in solving problems and each employee feels confident that work transfer will increase the ability to work, meaning that employees feel that the removal of work they experienced is not a means to increase the ability of these employees to work it is only a move that is determined by the organization.

The phenomenon that occurs in the field of employees, in general, addressing employee work rotation is limited to the transfer of positions and the transfer of duties and authority so that they do not pay attention to aspects of the knowledge they will get other than that very rarely employees feel confident that rotation will increase their awareness in work, so it is clear that rotation employee work is still not sufficient.

The rotation influences satisfaction. This result shows that employee satisfaction will not only be able to be achieved from the movement or rotation, but needs to be supported by the right motivation from the employee. (Siengthai & Pila-Ngarm, 2016) Work rotation based on the transfer of proactive tasks is an organizational leadership policy to increase productivity by

placing an employee on a job assignment under his expertise — the consideration based on the results of employee performance appraisals. Thus, if based on the transfer of productive tasks, job rotation will be a form of organizational appreciation for the achievements of an employee. When that happens, then one of the impacts will be employee satisfaction.

CONCLUSIONS

Rotations consisting of additional employee capabilities, other employee knowledge, and overcoming employee burnout are in the good enough category. Job Satisfaction is in pretty good criteria. As for the highest statement that is on the aspects of Superiors, encourage me to advance and improve my career and position that have reached today is under my capacity. The lowest statement is on the elements of financial rewards received from work under the work that I do, and every employee can work together in a team well. However, it needs to be improved and considered by management is the number of benefits that felt is still not following the workload of its employees adjusted it needs training from the relevant command to create the situations and conditions of the employees so that they always cooperate without any sense of excessive ego.

Based on data processing, rotation consisting of additional employee knowledge and overcoming the level of employee saturation affects satisfaction; however, the other ability of employees does not have a significant effect on satisfaction. The findings show that the current rotation has good value and meaning for the organization but will significantly affect when balanced by high motivation.

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