EMPLOYEE PERFORMANCE AFFECTED BY WORK ROTATION AND TRAINING

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Abstract
This study aims to determine simultaneously and partially the independent variables, namely the Job Rotation and Training to dependent variable, namely employee performance. The research location is PT Bank Syariah Indonesia, Area Bekasi. In this study using a quantitative approach and data analysis used, namely the classical assumption test and multiple linear regression analysis, to test and prove the research hypothesis using the SPSS version 23 application. The populations are all employees of PT Bank Syariah Indonesia, Area Bekasi in the finishing section as many as 100 people. Through testing the coefficient of determination obtained a value of 0,620 it means 62,0%. Variable of Employee Performance can be explained by variables Job Rotation and Training. Partially the job rotation variable has a significant influence on employee performance with t-count > t table partially the results of the Training variable have a significant effect on employee performance with t-value > t-table. Meanwhile, based on the simultaneous test results obtained from this study on the Job Rotation and Training variables, the results of the calculated F value > F table.
Keywords: Job Rotation, Training, Employee Performance

I. INTRODUCTION
In a company must have resources that cannot be separated from a very important unit. Because Human Resources are the most valuable and important asset in the establishment of a company, without human resources, the company cannot run to realize the vision and mission that has been formed. Therefore, to achieve the company’s goals, competent human resource management is needed which can be developed through development, knowledge, and skills. Employees in the company have different jobs and tasks. Each employee is required to be able to understand their duties and obligations according to their respective working papers set by the company.
Job rotation is the movement of positions or positions from a certain field to another in order to add insight and minimize boredom to employees. Job rotation is also beneficial for the employee’s self-development. Training is an activity set by the company with the aim of developing and increasing the knowledge possessed by all employees. Kasmir (2016:131) reveals that the training provided aims to uniform the ability and mindset of employees to the company as much as possible. Therefore, it is necessary to provide materials, training methods and instructors that can really accommodate the objectives of the training itself. The development of Islamic banking in Indonesia which is increasingly rapidly increasing competitiveness in the conventional banking world economy. Bank Syariah Indonesia is a bank resulting from the merger of three banks, namely Bank BNI Syariah, Bank BRI Syariah and Bank Mandiri Syariah.

With direct research in the field by the author, Bank Syariah Indonesia Bekasi Area Branch Office has done a job rotation. With the formation of the Indonesian Sharia Bank merger, the impact of the company's internal factors, namely the existence of significant changes related to changes in the organizational system due to the alignment of staffing between the 3 banks, one of which is the addition of positions in the Branch Office and the
adjustment of the new organizational system. The existence of positions that must be completed while the number of HR has not been fulfilled in the branch where there are challenges in the distribution of employees, changes are made in the placement of positions, namely by means of work rotation. Job rotation in this branch is caused by the placement or transfer as the company needs post-merger. Job rotation can have an impact on the employee's performance because some have not mastered the field of knowledge or skills in the new placement.

This company implements a rotation system with the consideration of 3 things in the company, namely to avoid fraud, HR needs, fill vacancies in divisions or positions. During the "Rotation" system in this company for the last 3 years, 2019 to 2021, to be precise, there were several negative and positive impacts, ranging from performance to adaptation to the environment and positions that had to be done. From the results of the researcher's observations, there are other problems besides job rotation, namely training because with this merger the company sets the systems and regulations of the three banks into one unit, so employees start over by learning the new system and new regulations. There is a training problem, namely in the lack of training preparation. The training preparation carried out by the company has not been going well, such as the short training time and the lack of training provided, the material provided to employees has not been effective so that the training declines, with the decrease in training causing employee performance to decrease.

II. LITERATURE REVIEW

Employee performance

Kasmir (2016: 182), "performance is the result of work and behavior within a certain period of time that must be completed through obligations and responsibilities. The sentence means that performance is the output of work taken by employees in a certain time.

According to (Setyawati et al., 2018: 408) the performance indicators are divided into six, including the following:

1. Quantity of work. The results of working on tasks are assessed using units or amounts in the allotted time.
2. Quality of Work. The results of the work being assessed using the quality assessment of the work.
3. Independence. The state of a person who has the initiative to overcome the problems that exist in the work being done
4. Initiative. A person's awareness to carry out a task without having to be called or ordered.
5. Adaptability. A person's ability to adapt to the work environment, both old and new places.
6. Cooperation. The individual's ability to be able to work together with other colleagues in carrying out the work.

Anwar Prabu Mangkunegara, employee performance can be said as a person's work achievement seen from the quality and quantity of work that is borne by a person, therefore performance is closely related to one's work performance. According to Bernardin, H. John & Russel, performance can also be said as a report that contains a person's achievements in carrying out certain functions or activities within a specified period of time. Employee performance can be measured by performance indicators, including: 1) Quantity, 2) Quality, 3) Timeliness, 4) Cost Effectiveness, 5) Relationships Between Individuals. (Rosalinda Yuni Andari, 2021).

Work Rotation

Job rotation is the periodic horizontal horizontal movement of employee positions without causing changes in salary or rank/class with the aim of overcoming boredom, increasing employee knowledge and skills so that when there is a vacancy, it can be easily replaced. Another term for job rotation is job rotation, mutation, transfer or transfer. Hasibuan (2017:37) Job rotation is a form of exercise that involves the transfer of an employee from one job to another. In addition to the goal of Exercise, this procedure is also designed to reduce boredom. Another opinion according to Bangun (2012: 97) is that job rotation is to move employees to do more than one job in order to improve skills and abilities in various fields, reduce boredom, increase motivation, increase knowledge and experience of employees. (Sutrisno, 2009: 75) the notion of job rotation is the movement of jobs and someone in an organization who has the same level of job position before changing jobs.

Job rotation is the movement of movement from one job to another. Job rotation involves training trainees from moving from one job to another, Job rotation is a job design approach that is widely used by many companies at different levels of the hierarchy. Evans, Emmanuel (Job Rotation as Training and Development, 2021). Kasmir (2016: 72) divides the elements of work rotation as follows:
1. Workability. The rotation carried out can increase the knowledge and skills of employees as well as mastery of work after the rotation.

2. Work attitude. Ability to collaborate with co-workers in a new work environment.

3. Working conditions. A change in working conditions before and after a job rotation.

4. Personal Attitude. That is, how are the attitudes and interests of employees towards work after the work rotation is enforced?

Training
Kaswan (2011:2) Training is a process to improve the knowledge and skills of employees. Training is an effort and process to improve knowledge and skills which are used as an important investment asset in human resources. Training is a way for companies to improve and develop the abilities and insights of their employees so that what they do is in accordance with company goals and can be implemented properly in their work environment. Training is also useful for reducing the gap between superiors and employees in achieving a company goal. According to Perdana (2016) indicators of an effective training program provided by the company to its employees can be measured through:

1. The content of the training, namely whether the content of the training program is relevant and in line with the training needs, and whether the training is up to date.
2. Training methods, namely whether the training methods provided are in accordance with the learning styles of the trainees.
3. Attitudes and skills of the instructor, namely whether the instructor has the attitudes and delivery skills that encourage people to learn.
4. The length of the training period, namely how long it takes to provide the main material that must be studied and how fast the tempo of the delivery of the material.

5. Training facilities, namely whether the place where the training is held can be controlled by the instructor, is it relevant to the type of training and whether the food is satisfactory.

III. RESEARCH METHODS
This research is included in quantitative research which aims to test the hypothesis. This research was conducted at PT Bank Syariah Indonesia Bekasi Area Branch Office. This research will involve all implementing employees in the Bekasi Branch office. The population can provide useful information or data for a study. The populations are all employees of PT Bank Syariah Indonesia Bekasi Branch Office. With 100 employees.

According to Sugiyono (2017:81) the sample is a population that has the number and characteristics. The existence of samples taken from the population by researchers due to existing limitations such as limited funds, manpower and time. So the researcher must take a sample from the population that is truly representative or can represent. The sample taken is 100 employees of PT Bank Syariah Indonesia Bekasi Area Branch Office.

IV. RESULTS AND DISCUSSION
In the validity test, the independent and dependent variables have an R-value above 0.1966, so all variables are said to be valid. Validity test is shown in table 1.

<table>
<thead>
<tr>
<th>Variables</th>
<th>R-count</th>
<th>R-count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Rotation_X1</td>
<td>0.676</td>
<td>0.7</td>
</tr>
<tr>
<td>Training_X2</td>
<td>0.695</td>
<td>0.78</td>
</tr>
<tr>
<td>Employee Performance_Y</td>
<td>0.765</td>
<td>0.59</td>
</tr>
</tbody>
</table>

Source: Research Data 2021

while for the reliability test, all independent and dependent variables showed Apha's cronbach value above 0.60 which means that all independent and dependent variables are reliable. The results of the reliability test can be seen in table 2.

<table>
<thead>
<tr>
<th>Variables</th>
<th>CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Rotation_X1</td>
<td>0.871</td>
</tr>
<tr>
<td>Training_X2</td>
<td>0.921</td>
</tr>
<tr>
<td>Employee Performance_Y</td>
<td>0.862</td>
</tr>
</tbody>
</table>

Source: Research Data 2021
Output on the table 2, the Cronbach Alpha value of the job rotation variable is 0.871, training is 0.921 and employee performance is 0.862. It can be concluded that the statement in this questionnaire is reliable because it has a Cronbach Alpha value > 0.60.

In the table of the Kolmogrov-Smirnov test method, if the significance value is > 0.05 then the variable is normally distributed and vice versa if the significance is < 0.05 then the variable is not normally distributed. From the results of table 4.10 it can be seen that the value of Asymp.Sig.(2-tailed) is 0.200 > 0.05, this proves that the data is normally distributed.

Table 3. Normality Test

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>100</td>
</tr>
<tr>
<td>Normal Parameters</td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>0</td>
</tr>
<tr>
<td>Std Deviation</td>
<td>2.6891</td>
</tr>
<tr>
<td>Test Statistic</td>
<td>0.063</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>0.200</td>
</tr>
</tbody>
</table>

Source: Research Data 2021

In the table 3, if the significance value is > 0.05 then the variable is normally distributed and vice versa if the significance is < 0.05 then the variable is not normally distributed. From the results of table 4.10 it can be seen that the value of Asymp.Sig.(2-tailed) is 0.200 > 0.05, this proves that the data is normally distributed.

Table 4. Partial Test

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>Constant</td>
<td>10.442</td>
<td>2.415</td>
</tr>
<tr>
<td>Rotation_X1</td>
<td>0.559</td>
<td>0.088</td>
</tr>
<tr>
<td>Training_X2</td>
<td>0.199</td>
<td>0.085</td>
</tr>
</tbody>
</table>

Dependent variable: Employee Performance_Y

Source: Research Data 2021

Based on the table above, the following regression equation is obtained: $Y = 10.442 + 0.559 X_1 + 0.199 X_2$. The R Square value is 0.620 or 62.0%. This means that 62.0% of the Employee Performance variable can be explained by variations of the two independent variables, namely Job Rotation and Training. While the remaining 38.0% were not carried out in this study or outside the variables in this study, for example the Work Environment and Discipline.

Table 5. Coefficient Determinant

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Std Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.62</td>
<td>2.7167</td>
</tr>
</tbody>
</table>

Source: Research Data 2021

From the results of the table above, it can be seen that the Work Rotation variable ($X_1$) obtained a t-count value of $6.315 > 1.66071$ (t table) with sig. 0.000 < 0.05 ($\alpha$) or the significance value is less than 0.05. Therefore, $H_0$ is rejected or $H_a$ is accepted, which means that partially work rotation ($X_1$) has a positive and significant effect on employee performance ($Y$). Then for the variable Training ($X_2$) obtained t-count of $2.347 > 1.66071$ (t table) with sig. $0.021 < 0.05$ ($\alpha$) or the significance value is less than 0.05. Then $H_0$ is rejected or $H_a$ is accepted which means that partially Training ($X_2$) has a significant effect on Employee Performance ($Y$).
Table 6. Simultaneous Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1169.044</td>
<td>2</td>
<td>584.522</td>
<td>79.194</td>
<td>0.000</td>
</tr>
<tr>
<td>1 Residual</td>
<td>715.946</td>
<td>97</td>
<td>7.381</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1884.99</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data 2021

From the results of table 4.14 above, it can be seen that if the calculated F value is 79.194 > 3.089 (F table) with a sig. 0.000 < 0.05 (α) or the significance value is less than 0.05. Therefore H₀ is rejected or H₁ is accepted, meaning that simultaneously Work Rotation (X₁) and Training (X₂) have a significant effect on Employee Performance (Y).

The Effect of Job Rotation on Employee Performance

Based on the test results and data analysis, the partial calculation results show that the value of 6.315 (t-count) is greater than 1.66071 (t-table) with a significance value of 0.000 which is smaller than 0.05. It can be concluded that Job Rotation (X₁) has a significant effect on Employee Performance (Y) at PT Bank Syariah Indonesia Bekasi Area Branch Office.

The results of initial observations made by researchers are the application of work rotation that has not been well organized, such as the placement of work rotations that are not appropriate and not in accordance with the knowledge of the employees to be rotated. The work rotation carried out at PT Bank Syariah Indonesia caused problems, there were some employees who did not get the right position for them, the work rotation was not in accordance with the knowledge of the employees because it was too short in the rotation process. The results of this study are in line with research conducted (Ahmad Maulana and Dewi Krisnawati, 2021) regarding the Effect of Work Rotation and Organizational Culture on Employee Performance at PT Astra Honda Motor Plant 3 Cikarang, namely factors that can improve employee performance by means of job rotation to increase abilities, knowledge and insight and also reduce the level of boredom of employees who have worked too long which makes the performance of these employees decline. Therefore, work rotation needs to be considered by companies which can have a direct influence on the performance of the employees themselves. Employees can be rotated according to the right position for them and work rotation can be carried out according to appropriate company procedures. This is in accordance with the theory of Job Rotation indicators (Kasmir, 2016), which divides the elements as work ability, work attitude, working conditions and personal attitude.

The Effect of Training on Employee Performance

Based on the test results and data analysis, the results of the partial test calculation show that the value of 2.347 (t-count) is greater than 1.66071 (t-table) with a significance value of 0.000 which is smaller than 0.05. So it can be concluded that the training variable (X₂) partially has a significant effect on the Employee Performance variable (Y) at PT Bank Syariah Indonesia Bekasi Area Branch Office.

The results of initial observations made by researchers are the lack of training preparation carried out at PT Bank Syariah Indonesia Bekasi Area Branch Office, it can be seen from the time given not enough to understand the training material itself because the training is very short so that the training process is less effective so that employee performance has decreased. Training conducted by employees is an important tool in increasing employee performance and is part of a learning process to increase certain knowledge and skills. The results of this study are in line with research conducted (Rahayu Fitri, 2016) It shows that the training carried out at PT Bank Syariah Indonesia is carried out and applied in the company because it is to develop and increase the knowledge of each employee. Management should pay attention again in preparing the training properly. In addition, it can be seen from the facilities and principles of training at Bank Syariah Indonesia which have not been effective because of the training with the new system which still has many updates, therefore it needs to be re-prepared before the training is carried out. It can also be seen from the ability of the training instructors that they are still not in line with expectations because there are still some material gaps that have not been aligned with other instructors because of the various former ex-legacy employees. Therefore, there is a need for alignment before providing training material. This is in
accordance with Perdana's (2016) theory which describes indicators in effective training programs provided to employees which can be measured through: training content, training methods, instructor attitudes and skills and length of training time.

The Effect of Job Rotation and Training on Employee Performance

Based on the results of the simultaneous test, it has been obtained that the calculated F value is 79,194 which is greater than 3,089 (F-table), based on this value, a conclusion is obtained that H₀ is rejected and Hₐ is accepted. From the test results, it can also be seen that the significance value is 0.000, which is smaller than 0.05. Based on these two things, it shows that simultaneously or simultaneously the variables of Job Rotation and Training have a significant effect on Employee Performance at PT Bank Syariah Indonesia Bekasi Area Branch Office.

The existence of a significant influence between Job Rotation and Training together on Employee Performance at PT Bank Syariah Indonesia Bekasi Area Branch Office illustrates that the employee's performance is good as seen from the achievement of work with work results in accordance with working according to applicable company standards and guidelines. This is in line with the research conducted by Tunggal et al. (2014) namely Job Rotation and Training have a significant influence on employee performance.

V. CONCLUSION

The following are conclusions that can be conveyed in the following results.

1. The results of the F test show that Job Rotation (X₁) and Training (X₂) have a significant effect on Employee Performance (Y), it can be seen from the calculated F value of 79.194 > 3.089 (F table).
2. The results of the T test partially show that Job Rotation (X₁) has a significant effect on Employee Performance (Y). This is evidenced in the calculation that the t-count value is 6.315 > 1.66071 (t table).
3. Training (X₂) partially has a significant effect on Employee Performance (Y). This can be proven in the calculation that the t-count is 2.247 > 1.66071 (t table).
4. The results of the determination test show that 62.0% Employee Performance of PT Bank Syariah Indonesia Bekasi Area Branch Office is influenced by the variables of Job Rotation (X₁) and Training (X₂). While the remaining 38.0% is due to other factors outside the variables in this study.

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