

JOB SATISFACTION AND JOB ROTATION SYSTEMS IMPLEMENTATION FOR COMPANY EMPLOYEES

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ABSTRACT

Job rotation policy is a strategy for developing employee skills by the company to improve employee performance, and this can provide refreshment and a sense of a new atmosphere for employees. So that it can provide job satisfaction or satisfaction to employees. The method in this research is a literature study by reviewing some of the results of previous research which originates from national and international articles. The research results were analyzed and used as material for discussion to determine answers to problems regarding the relationship between job rotation policies and job satisfaction which can have an impact on employee performance. All ideas from each study provide information about the methodologically desirable theory of the study being analyzed. The results of the literature review show that the job rotation policy implemented by the company has a good impact on employee job satisfaction, so it is good for improving employee performance.

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1. INTRODUCTION

The company will run well if resource human are qualified and work together in achieving company goals [1]. Human resources owned by the company play an important role in determining the final results achieved in a project carried out by the company. Successful companies are companies that are able to attract the attention of the public, namely the community as users of the company [2]. Therefore, managers within the company must be able to find and make the most of the available human resources. The ability of managers to manage human resources is a major element in achieving company progress, because the progress obtained by the company will be seen from the performance carried out by employees who are actually human resources owned by the company [3].

The company's employees are an important factor in achieving the company's success. In achieving this success, companies must ensure that they create a sense of security so that employees feel comfortable at work [4]. Some things that companies can generally do are arrange work designs, work time and of course employee income [5]. Employees who work in conditions with work design and long working hours can make them feel bored and bored. These conditions can cause errors in work so that the company can suffer losses [6]. Therefore, to overcome this problem, one way that can be taken is to change the work design or job variations [7]. An example of changing work variations that can be done is to do for job rotation employees.

Job rotation or job rotation policy is a strategy for developing employee skills by companies to improve employee performance [8] states that job rotation is a policy given by the company to move an employee's duties from one field of work to another within a certain period of time. This is done when the employee is showing signs that the employee is carrying out activities that are no longer challenging, then a transfer of work functions must be carried out, usually at the same level with the same requirements [9].

The job rotation strategy within the company is one of the right ways to refresh the atmosphere and work environment of employees so that it can improve employee mood and performance [10]. Especially for employees who have been in one field of work or work position for a long time, so of course the job rotation able to provide a sense of passion at work [11]. Generally, work that is routinely carried out for a long time, for example for years will cause boredom and boredom so that it can reduce

enthusiasm for work [12]. Policy regarding job rotation in the world of work, in fact there are still many complaints submitted by employees regarding the length of time given until the rotation is carried out, the rotation given is uneven, and the emergence of difficulties for employees in interacting and adapting to new atmosphere. Therefore, in carrying out job rotation, a company must pay attention to employee job satisfaction.

Job satisfaction according to Robbins in [13] is an attitude or reaction that arises from the company from what is given by the company to the difference between the amount and conditions of work given with the rewards or results that are believed to be received from the company, which can be in the form of wages (salary), work atmosphere or leadership felt by employees. Factors supporting the emergence of an employee's satisfaction at work are employees' beliefs about the salary received in accordance with the work done, the work provided poses a mental challenge to employees, conditions or variations of work, and co-workers [14]. The three main factors that determine job satisfaction are the environment, individual employee conditions, and the company [15]. Each individual employee has a different level of perceived satisfaction [16]. This is adjusted to the system provided in the company. An employee's job satisfaction will increase when everything he feels is in accordance with his personal wishes, and vice versa if what he feels is not in accordance with his wishes then his satisfaction will decrease [17]. The job satisfaction felt by these employees is related to the psychological maturity of employees [18]. Employee psychological maturity experienced by employees will lead to a positive way of thinking about something.

So that he will appreciate his work more so that he will do work happily and comfortably, which will then produce good results from the work. A soul that is mature in thinking will cause employees to try to do their best from the tasks given [19]. In addition, the mental maturity of employees will provide a sense of satisfaction in the results obtained, such as the salary provided by the company and the job rotation received [20]. Therefore, the job rotation policy provided by employees will have an impact on the level of job satisfaction felt by employees. The results of the research conducted [21] state that the job rotation implemented by the company has a positive effect on job satisfaction which can be seen from the results of employee performance. The job rotation has a positive and significant impact on employee job satisfaction. [22] added that there is an influence between job satisfaction and job rotation as shown by work performance. Likewise [23] confirmed that job satisfaction will significantly increase if the job rotation given is in accordance with the wishes of employees. Because, [24] also explains that employee performance will be good if job satisfaction is good, and this is felt if the job rotation provided is comfortable for employees. However, other studies explain that negative effects actually occur where giving a lot of job rotation actually has a bad impact on employees.

Employee job satisfaction [25]. Job satisfaction can be measured as a whole and in part. Generally what companies do is to add up all the perceived aspects according to the satisfaction indicators measured, employee satisfaction will be obtained according to the aspects measured [26]. The company will measure job satisfaction with the aim of knowing the level of influence on a given job rotation. So that the company can take the next step in the next job rotation policy [27]. Because the job rotation policy aims to provide a different taste and improve employee performance with a different atmosphere at work.

2. LITARATURE REVIEW

In this article, a more in-depth study is carried out regarding the effect of implementing job rotation policies on job satisfaction felt by employees through literature studies. This problem will be studied using the literature review method on human resource management related to the implementation of job rotation and its impact on employee job satisfaction. The reviewed literature was obtained from trusted sources with national and international reputations with the help of Google Scholars and Mendeley searches. The results of the analysis are carried out to obtain hypotheses that will be solved by studying trusted theories, so that conclusions can be found that can be used as further references in subsequent research. Previous studies still provide two different information, namely the negative and positive effects of implementing job rotation on job satisfaction. So, this needs to be studied in a literature review to find the source of the problems that exist in the results of previous studies, which in turn can provide further discussion of these problems.

2.1 Job Rotation

Boredom will arise in employees who do continuous work for a long time and never change tasks. The company in overcoming the problems experienced by employees by improving its management

system by updating work plans. One alternative is to implement a job rotation policy. Job rotation can reduce boredom, prepare employees for a better management system, increase productivity, and increase knowledge and skills. The goals and benefits of job rotation are not only felt directly by employees because companies also experience indirect benefits. According to [28] job rotation is not without defects, because training costs will increase. Job rotation can be defined as working on different tasks or at different positions within a certain period. According to [29] job rotation can help managers deal with absenteeism and employee turnover so they can fill vacant positions quickly. Another opinion says that job rotation is a process of moving work that is horizontal in nature where the types and responsibilities will be different.

It was further explained that job rotation is the most important approach to job design and human resource development policies. Companies must pay attention to the development of their human resources, namely employees and job rotation. This can increase the efficiency and effectiveness of employees in the organization. This has the potential to increase job satisfaction and improve employee capabilities. Another definition also states that job rotation is a technique used to reduce the monotony of routines carried out by employees. Each company has its own policy in implementing job rotation time, some are periodic (Weekly, Monthly, Yearly) and non-periodic. The advantage of job rotation itself is to develop the abilities of an employee. [30] job rotation has the following benefits following: increase productivity, create a balance between staff and position composition, expand or increase employee knowledge, eliminate employee boredom or boredom with work. It also provides incentives for employees to want to advance to higher careers. Job rotation is one of the job designs and policies that has the potential to improve employee performance through job satisfaction. Job rotation has the following benefits: increases productivity, creating a balance between the workforce and the composition of positions, expanding or increasing knowledge, eliminating boredom or boredom of employees towards work. penalties or sanctions for violations committed by employees. boredom/saturation employee Job rotation has indirect benefits for organizations because it can provide employees with a wider range of skills. It can also provide an opportunity for organizations to schedule work flexibly and fill personnel gaps. According to [31] job rotation is not without drawbacks, because it will increase training costs, productivity will decrease due to the movement of employees to new positions, the presence of new employees in a group.

2.2 Job Satisfaction

Job satisfaction is a general attitude towards one's job. It shows the difference between the amount of benefits workers receive and the amount they think they should receive. This is related to the feelings of employees towards their work. That feeling is in the form of an assessment of how far his work as a whole is able to satisfy his needs. The term 'job satisfaction' refers to the general attitude of an individual towards the job he does. In general, when people talk about employee attitudes, they often mean job satisfaction. The positive attitude shown by employees is timely completion of their tasks. achieve the targets set by the company. The theory satisfaction reveals what makes employees are satisfied with their jobs. [32] suggest that 'job satisfaction is a positive emotional state which is the result of evaluating one's work experience' so that employees can feel job satisfaction when their expectations are met. And conversely when employees cannot meet their expectations, dissatisfaction will arise at work. Job satisfaction theory reveals what makes employees satisfied with their jobs. [34] suggest that 'job satisfaction is a positive emotional state which is the result of evaluating one's work experience' so that employees can feel job satisfaction when their expectations are met. And conversely when employees cannot meet their expectations, dissatisfaction will arise at work.

Among the theories of job satisfaction are Two-factor theory and Value theory. Two-factor theory (theory of two factors) is the theory of job satisfaction. This shows that satisfaction and dissatisfaction are part of a different group of variables, namely motivator and hygiene factors. Satisfaction is related to the factors of the work itself or its direct results.

Meanwhile, dissatisfaction is related to conditions around work such as working conditions. Value theory is a theoretical concept of job satisfaction that occurs at the level where work results are received by individuals as expected. This theory focuses on any outcome that judges people regardless of who they are. The key to this factor approach is the difference between the aspects of the job one has and one that one wants. The greater the difference, the lower the job satisfaction [35] say that job satisfaction has a relationship with other variables that can be positive or negative. Job satisfaction is needed in completing a job in a company project. Several correlations of job satisfaction with other variables, namely motivation, work involvement, behavior of organizational members. Job satisfaction related to motivation

shows a positive and significant relationship, this means that employees who have good work motivation will have job satisfaction. Job involvement has a moderate relationship with job satisfaction, so managers must pay more attention to the work environment which is a driving factor for employee job involvement.

Job satisfaction related to absenteeism indicates that if job satisfaction increases, absenteeism will decrease. Conversely, if absenteeism increases, job satisfaction decreases. Job satisfaction related to turnover shows a moderate negative relationship because it disrupts organizational continuity and is very expensive. Job satisfaction associated with feelings of stress can have a negative impact on organizational behavior and health. individual. [36] explains that job satisfaction is something that is individual. Each individual has a different level of job satisfaction according to the value system that exists in him. The higher the perceived activity rating in accordance with the wishes of employees, the job satisfaction felt in these activities will also be higher.

2.3 Employee Performance

Performance is the result of an employee's work in achieving organizational goals. Variations in performance due to changes in the external environment will be more difficult to predict because they cannot be controlled by the company. External factors that affect performance are geographical location, work ethic, economic, legal, political and social performance. Variety of performance is influenced by the legal side in the form of laws and regulations, from the political side it will affect the quality of needs planning. From the socio-cultural side of society can provide differences in work ethic. Variations in performance due to changes in the internal environment including changes. with the condition of the company and employees. Healthy and unhealthy company conditions from the side will affect the demand or need for human resources.

The environment is related to each other because it can help managers and HR specialists in predicting the type of human resources needed and available to meet company goals. The variety of performance can be seen in terms of behavior, mastery of technology, the variety of employee needs, and the level of attendance. High employee performance is expected to make a very significant contribution to performance and progress. Performance levels are divided into individual performance and group or organizational performance. There are three criteria for assessing individual performance: task, behavior, and characteristics. achievement of predetermined goals is one measure of individual performance. Performance is determined by three things, namely ability, desire, and environment. Good individual performance can increase if there is a match between work and ability. Employees must have a high desire to complete their duties and know their work. Because on the other hand performance is an achievement achieved by someone in carrying out their duties or work.

A company knows the comparison between actual performance and planned performance. Performance improvement is carried out to improve performance by involving all human resources and covering all management processes. Many human resources in carrying out their performance are influenced by factors such as from within the employee himself or from outside himself. [37] defines 'performance is a process of how work takes place to achieve work results' According to [38] performance is the result achieved by someone who is good in accordance with the responsibilities given. Behavior is the way in which an employee acts. Because by acting employees can determine performance. Individual performance is influenced by three factors: (1) individual ability to do work, (2) level of effort, and (3) organizational support. Efforts made include motivation, work ethic, attendance, and task design. If one of these factors is omitted or reduced, then employee performance will decrease. Job satisfaction is related to job satisfaction and reward levels, which are influenced by skills, abilities and individual traits. Each employee has their own driving factors in improving their performance. According to Champion, [39] Job rotation produces two effects: an employee gathers experience more quickly and accumulates a wider range of experience.

3. METHOD

The method used in this article is a qualitative method with literature studies or Library Research. The aim is to analyze the comparison of existing theories with previous theories in the research literature. The literature used is literature from the results of research or reviews presented in scientific articles in national and international formats that are relevant to human resource management. All articles used are sourced from Mendeley's electronic data literacy search engine and Google Scholar. The literature used is consistent with a qualitative approach to the type of literature research. It is used inductively so that it does not raise further questions. The reason for conducting qualitative research is that this research has an exploratory nature. So that it is then discussed more thoroughly with the help of libraries related to or

reviewed literature, because this section is the basis for formulating hypotheses that are used in comparison with the results or findings from previous research results to reveal the truth of existing theories [40]. This article is to explain the influence of distributive justice and interactional justice provided by the company on employee job satisfaction.

Hypotheses Based on the problems that arise and the review of supporting literature owned, two hypotheses can be found 1. Positive relationship between job rotation policies on job satisfaction (H1) 2. Positive relationship between job rotation policies on employee performance (H2) 3.

Positive relationship between job satisfaction policy on employee performance (H3) Conceptual Framework Conceptual framework for describing existing hypotheses is shown in Figure 1.



Figure 1. Conceptual Framework for research

4. RESULT AND DISCUSSION

Requestn Cars in Indonesia as Sample Data

The Relationship between Job Rotation and Employee Job Satisfaction (H1)

An effective job rotation system can increase the level of satisfaction between jobs in an organization. Job rotation provides more opportunities for employees to expand their knowledge, develop new skills, and understand operations [41]. Employees also see job rotation as a learning opportunity for their current assignments. Job rotation which consists of adding and overcoming the saturation level of employees affects satisfaction. Rotation has a positive and significant effect on Employee Engagement if it is mediated by job satisfaction [42]. The job rotation policy is implemented ineffectively because some employees still feel that this system is unfair to them. The high frequency of job rotation is nothing more than good because employees can be transferred to places with excellent environmental conditions [43].

Research [44] explains that job rotation has an effect on job satisfaction. This can be seen from the path coefficient value of 0.594, the tt-statistic is 7.746 and the p-value is 0.000 which is still below 0.5. Saturation indicator is the most dominant indicator in forming work rotation variables. Job satisfaction in this study consisted of 4 indicators, namely supervision, promotion opportunities, co-workers, and the work itself. The co-worker indicator loading factor value is the highest with a value of 0.773. Job rotation gives employees more variety in their jobs. Employees are trained and given the opportunity to do two or more jobs in a rotating system. In this way, managers believe they can stimulate the will and motivation of employees. According to [45] job satisfaction is an attitude towards work related to work situations.

Job rotation is a policy that allows organizations to improve a person's abilities and qualities [46]. Job rotation is carried out according to educational background, skills funds will be used. If this happens, there will be an impact in the form of increased job satisfaction which can provide a positive attitude. Satisfaction at work is needed by employees, satisfaction at work as a general attitude of an individual towards his work. The results of the research above support research conducted by [47] that job rotation has an effect on job satisfaction. With job rotation, many skills will be given to employees in several departments. Job rotation will provide many things. In addition, job rotation avoids boredom or employees and it will still have an impact on employee job satisfaction in the company.

The Relationship between Job Rotation and Employee Performance (H2)

Job rotation is the movement of jobs between employees in an organization. [48] measures job rotation using several factors, namely additional abilities, additional knowledge, level of job saturation. [49] states that organizations use rotation as a means to achieve high performance or high performance. The purpose of implementing job rotation is to increase work productivity and expand or increase employee knowledge. [50] argues that the purpose of job rotation is to expand or increase employee knowledge. Job rotation is expected to motivate and improve employee capabilities. This will have an impact on improving employee performance. Job rotation is the movement of employees from one field to another without any change in salary [51]. Job rotation is expected to stimulate employees to achieve

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better performance. Rotation can reduce employee burnout and provide more challenges for employees. This shift is not done permanently. The existence of job rotation is one way to place employees. It can also be used to increase employee knowledge and abilities [52].

[53] said that performance is the result of work carried out in accordance with the responsibilities assigned to him. The direct effect of job rotation on employee performance is to increase employee professionalism [54]. With this work rotation method, employees will add skills from various fields of work, experience, abilities and knowledge related to technological change [55]. Job rotation expands employees' knowledge, experience and ability to carry out different jobs. Employees move within a certain period and are given knowledge about different parts of the organization [56]. In the process of moving someone from one job to another job can increase the ability of employees and value for the organization. However, if work rotation is carried out without knowledge and experience in accordance with employee capabilities, it can have a negative impact [57].

With between rotation, it is hoped that employees can build cooperation employees, develop potential and reduce boredom. Every individual from the company comes from different backgrounds, therefore it is important to look at the needs and expectations of their [58]. If the company already knows these things, it will be easier to place employees in the most appropriate positions [59]. With job rotation, employees can start with new tasks and functions and workplaces. [60] that rotation has a positive and significant effect on employee performance. Rotation is estimated to provide job satisfaction and increase work productivity [61]. Most regard job rotation as an effective method of developing skills and increasing job satisfaction.

The Relationship between Job Satisfaction and Employee Performance (H3)

Job satisfaction is an attitude towards work related to work situations, cooperation between employees, rewards received at work, and related matters [62]. Other factors that affect employee performance, whether employees work productively or not, depend on job satisfaction. Employee performance is the level of work of employees in achieving the requirements given. Job satisfaction is the ability to work productively or not [63]. A good working relationship between employees and their superiors is one of the factors of job satisfaction. At work, a harmonious work relationship between employees is needed in order to generate feelings of pleasure and stimulate enthusiasm which ultimately contributes to increased performance [64].

Job satisfaction is a form of one's feelings towards work, work situations and relationships with co-workers [65]. Previous research has shown that job rotation affects employee performance through job satisfaction [66]. Even if it has an effect on job satisfaction, it is not as big as the direct effect of job rotation. Employee satisfaction is very influential on the progress of the company. With this work rotation it is hoped that it can motivate to achieve better performance. If employee satisfaction is felt high enough, then employees will have a positive attitude. There is job rotation to avoid adverse effects that may occur [67]. Employee satisfaction is very influential on the progress of the company. One of the determining factors in increasing employee job satisfaction is placing employees in positions according to their competence and comfortable working conditions [68]. If employee satisfaction is felt to be high enough then employees will have a positive attitude towards the company such as the emergence of loyalty.

5. CONCLUSION

Based on the literature review conducted, the conclusion of this article is that the implementation of Job Rotation can have a significant positive effect on employee job satisfaction, the implementation of Job Rotation can have a significant positive effect on employee performance, positive Job Satisfaction has a positive and significant impact on employee performance.

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