

THE INFLUENCE OF MOTIVATION, WORK DISCIPLINE, AND THE EFFECTIVENESS OF JOB ROTATION ON THE PERFORMANCE OF EMPLOYEES IN THE DEPARTMENT OF TRANSPORTATION BATAM CITY

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ABSTRACT

Keywords:

Motivation,
Work Discipline, Effectiveness of
Job Rotation,
Employee Performance

This research was conducted to see the effect of motivation, work discipline, and the effectiveness of job rotation on the performance of Batam City Transportation Department employees. The method in this study used quantitative methods with SPSS 26 statistical tools in associative (casual) form by distributing questionnaires to obtain data. The population in this study were employees who worked at the Batam City Transportation Service as many as 140 respondents using probability sampling and the slovin technique as a sample determination to 104 respondents. Testing the quality of the data using the validity test and reliability test, testing the classical assumptions using the normality test, multicollinearity test and heteroscedasticity test and influence test using multiple linear regression analysis and analysis of the coefficient of determination (R^2). Furthermore, to test the hypothesis using the t test and f test. The results of this study indicate that motivation, work discipline, and effectiveness of job rotation have a positive and significant effect both partially and simultaneously on employee performance. The results of the coefficient of determination test (R^2) show that motivation, work discipline, and the effectiveness of job rotation have an effect of 66.7% on employee performance, while the remaining 33.3% are influenced by other variables outside this study.

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1. INTRODUCTION

Organizations in managing, managing, and utilizing employees productively to achieve organizational goals. Human resources within the organization need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the organization. But in this all-technological life, humans cannot live freely with nature and their environment, life is always surrounded by technology, organizations and systems that have been created by themselves. Therefore the quality of human resources determines where a nation will develop to be more advanced and carry out good activities in the organization, competent human resources are needed in their respective fields. In this era of globalization, every organization is required to have high human resources. We can feel the progress of the global era like now every day and even affect all existing sectors of life, the demand to compete in all areas of an organization or company is increasing and increasing, especially in the business sector. The consistency of employee performance is very influential for the success of an organization.

performance itself is the attainment of company goals which can be in the form of measurable results or quality, innovation, efficiency, reliability, or other things that the company needs. [1]. High employee performance must be needed in a company or organization to achieve company goals. In the performance report of the Batam City Transportation Service, regarding employee performance issues faced by agencies, there are several work issues that are not optimal or not implemented, including the not optimal number of transportation facilities and infrastructure such as bus stops, traffic lights, parking signs, corner mirrors, info displays, school safety zones and zebra crossings to improve traffic safety. The thing that needs to be done to maintain employee performance in accordance with what is expected by the organization is to provide motivation to employees.

The Influence Of Motivation, Work Discipline, And The Effectiveness Of Job Rotation On The Performance Of Employees In The Department Of Transportation Batam City. Nanda Purwantini, et.al

Properly providing work motivation to employees is a stimulus or stimulation for each employee to work in carrying out their duties . Motivation is carried out not only from superiors, but also from oneself where this motivation is interpreted as a situation in a person's self that encourages the desire to carry out certain activities in order to achieve the expected goals. Based on the results of preliminary research at the Batam City Transportation Service, several phenomena of employee motivation were found, including, there were still employees who were lazy at work so they relaxed a lot instead of working . Therefore employees must be able to create motivation to work so that things don't happen as explained earlier. With a healthy organization and high employee motivation, of course it can affect employee performance which has an impact on organizational discipline.

Discipline of course can affect employee performance which has an impact on the organization. It will be difficult for an organization to achieve its goals if its employees do not have effective disciplinary support , work discipline is very important because it influences the performance of an employee on the sensitivity of employees in complying with all the norms that apply to the company or organization [2] . The application of work discipline is a process that can foster a person's feelings to maintain and improve organizational goals objectively, through compliance with organizational regulations . Discipline at the Batam City Transportation Service where in fact there are still quite a lot of employees not coming to the office on time or in other words being late or even arriving late on purpose, employees who often neglect even permission. Then they postponed office tasks because they are used to working when time is tight, then there are some of these employees who have exceeded their lunch break on the grounds that there is no work yet to be done and there are even employees who leave the office during working hours without clear explanations . The organization in this case implements an effective policy of periodic employee rotation .

This job rotation can be carried out by agencies on a regular basis so that the job rotation can increase motivation, work discipline to employee performance. Job rotation encourages employees to maximize their potential, gain experience and knowledge, reduces boredom in the company, and informs employees about opportunities for career advancement. The effectiveness of this position rotation is expected to reduce work monotony or boredom, prepare for better work management, improve ability to work. But in reality, not all employees like the new jobs and positions offered by management in this position rotation program. Employees think that this policy will actually disrupt their own work, then the result of this position rotation can reduce employee performance productivity because by moving employees from positions and responsibilities that are different from what they usually do . Based on the explanation above, the researcher drew the title "THE INFLUENCE OF MOTIVATION, WORK DISCIPLINE, AND JOB ROTATION EFFECTIVENESS ON THE PERFORMANCE OF BATAM CITY TRANSPORTATION EMPLOYEES"

Literature Review

Motivation

[3] states motivation as a provider of impetus that aims to generate enthusiasm at work, with the hope that they can be invited to work together, complete tasks in earnest, and be aligned in all their efforts to achieve satisfaction at work. Based on the understanding of motivation above, it can be interpreted that motivation is something that arises from within a person to achieve certain goals and also because it can empower others. However, great motivation is motivation that comes from within yourself with practically no pressure . As a reference for measuring motivation quoted from [4] . Where the dimensions and indicators of motivation are as follows:

1. Responsibility
2. Work performance
3. Opportunity to advance

Work Discipline

According to [5] Discipline is basically the ability to control yourself in the form of not taking inappropriate actions and supporting something that has been made . Work discipline can be interpreted as a tool for managers to communicate to their employees in order to change their behavior in order to increase awareness and willingness to comply with company rules and regulations. From the understanding of work discipline above that discipline is a management action to encourage employees to comply with various terms and regulations that have been agreed upon in an agency/organization . [6] dividing work discipline into several indicators which include dimensions including :

The Influence Of Motivation, Work Discipline, And The Effectiveness Of Job Rotation On The Performance Of Employees In The Department Of Transportation Batam City. Nanda Purwantini, et.al

1. absence
2. Follow the rules and guidelines
3. Basic rules regarding dress code

Effectiveness of Position Rotation

[7] stated that job rotation is a human resource practice that involves transferring roles, responsibilities and employment status of workers to different situations with the hope that the workers involved will have great job satisfaction and will be able to provide their best performance to the company where they work. From the definition above, position rotation is a process of moving employees from one job to another horizontally without causing changes in terms of salary or rank/class with the aim of increasing knowledge, experience, insight, employee expertise and to overcome burnout. Indicators according to [8] as follows:

1. Ability
2. Saturation
3. Performance

Employee Performance

[9] argues that performance 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. Employee performance is also a comparison between work results that can be seen in real terms with work standards that have been set by the organization or company.

The framework that describes the relationship between variables in this study can be seen in the figure below:

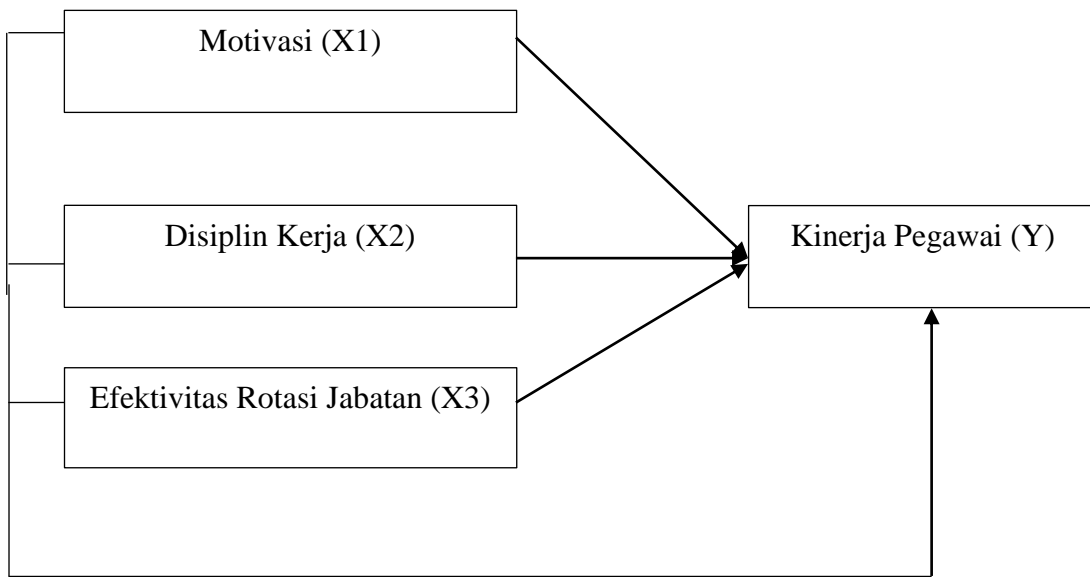


Figure 1. Thinking Framework

Research Hypothesis

- H1 : Motivation influences the performance of the Batam City Transportation Service employees.
- H2 : Work discipline affects the performance of Batam City Transportation Department employees.
- H3 : The effectiveness of job rotation affects the performance of Batam City Transportation Department employees
- H4 : Motivation, work discipline and effectiveness of job rotation simultaneously influence the performance of Batam City Transportation Department employees

2. METHOD

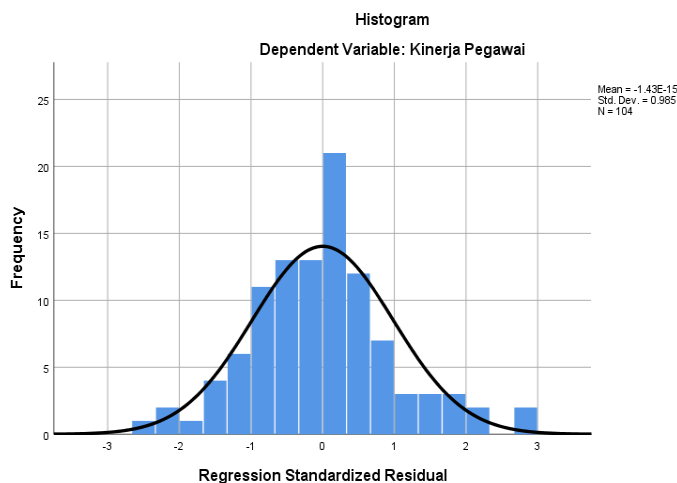
This study uses quantitative techniques, the variables studied are quantitative which can be classified into two, namely the independent variable and the dependent variable. In this study using primary and secondary data. In collecting data on research materials, this primary data is obtained from *The Influence Of Motivation, Work Discipline, And The Effectiveness Of Job Rotation On The Performance Of Employees In The Department Of Transportation Batam City.* **Nanda Purwantini, et.al**

the results of filling out questionnaires by employees while secondary data is a source that does not directly provide data to data collectors, for example through other people or documents . The research data taken for this study is the study theory that has been put forward by previous research. To obtain the data that will be used in this study, using a questionnaire. The questionnaire itself is a data collection technique that is used by distributing questionnaires to respondents using the Google form as a data collection technique by selecting questions that have been provided by researchers to be answered by respondents. While the population [10] is also not just the number of objects or subjects being studied, but includes all the characteristics or properties possessed by that subject or object. This research process determines all employees of the Batam City Transportation Service, totaling 140 employees. The sample is part of the number and characteristics of the population. The sample in this study is the total part of the population using the slovin formula, so it is known that the number obtained is 103.70, but will be rounded up to 104 respondents.

3. RESULTS AND DISCUSSION

Normality Test

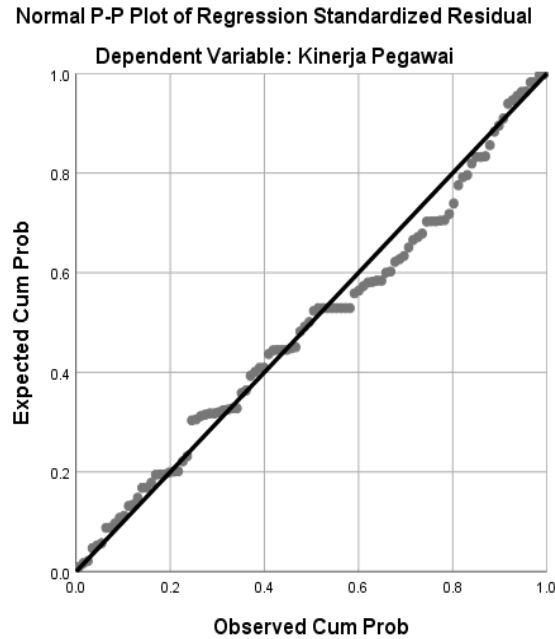
The purpose of this test is to find out whether the tested data is normally distributed or not. If the results of this test are in the form of a bell, then it can be interpreted as normally distributed.



Source: Data Output SPSS Version 26, 2022

Figure 2. Histogram diagram

The data criteria look like a bell in the middle and the bar graphs are in a line, so the data can be said to be normally distributed and meet the requirements. The pp plot image below will support the above results as follows:



Source: Data Output SPSS Version 26, 2022

Figure 3. Normal P-Plot

The results on the normal p-plot graph can be seen that the sample points follow a diagonal line from the bottom left to the top right. Based on this, it can be concluded that the data is normally distributed and the normality assumption is met. Testing based on the Kolmogorov-Smirnov is an alternative way to check whether the data follows a normal distribution, more details can be seen in the table below:

Table 1. Kolmogorov-Smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		104
Normal Parameters ^{a,b}	Means	.0000000
	std. Deviation	1.92811521
Most Extreme Differences	absolute	.080
	Positive	.080
	Negative	-.060
Test Statistics		.080
asympt. Sig. (2-tailed)		.096 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data Output SPSS Version 26, 2022

Seen in table 1 the probability value of p or Asymp. Sig. (2-tailed) of 0.096 greater than the significance level, namely 0.05. This means that the normality assumption is met.

Multicollinearity Test

To check whether multicollinearity occurs or not, it can be seen from the value of the variance inflation factor (VIF) and the tolerance value. The regression model is good if the Tolerance value is > 0.10 and VIF < 10. The following are the results of the multicollinearity test presented in the table below :

Table 2. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		tolerance	VIF
1	Motivation	.405	2,470
	Work Discipline	.308	3,250
	Job Rotation Effectiveness	.316	3.166

a. Dependent Variable: Employee Performance

Source: SPSS Output Data 26, 2022

Heteroscedasticity Test

The following is the basis for making decisions on the heteroscedasticity test through the Glesjer test.

- If the value of Sig. > 0.05, there is no symptom of heteroscedasticity
- If the value of Sig. < 0.05 There are symptoms of heteroscedasticity

Table 3. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error			
1	(Constant)	3,425	1,061		3,228	.002
	Motivation	.044	.058	.117	.760	.449
	Work Discipline	-.028	.063	-.079	-.448	.655
	Job Rotation Effectiveness	-.094	.071	-.228	-	.191
					1,316	

a. Dependent Variable: absres

Source: Data Output SPSS Version 26, 2022

It can be seen that the probability value (Sig) of all variables is more than 0.05 or 5% significance, it can be concluded that the assumption of homoscedasticity is met, which means that there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis used to measure the strength of the relationship between two or more variables .

Table 4. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error			
1	(Constant)	1920	1659		1.157	.250
	Motivation	.260	.090	.258	2,883	.005
	Work Discipline	.232	.099	.240	2,343	.021
	Job Rotation Effectiveness	.439	.112	.398	3,931	.000

a. Dependent Variable: Employee Performance

Source: Data Output SPSS Version 26, 2022

Based on the results of multiple linear regression analysis in the table above, the regression model is obtained as follows:

$$Y = 1.920 + 0.260X_1 + 0.232X_2 + 0.439X_3$$

1. A constant of 1,920 means that if there is no change in the value of the independent variables (Motivation, Work Discipline and Effectiveness of Job Rotations) then the dependent variable (Employee Performance) has a value of 1,920

The Influence Of Motivation, Work Discipline, And The Effectiveness Of Job Rotation On The Performance Of Employees In The Department Of Transportation Batam City. Nanda Purwantini, et.al

2. The regression coefficient on the motivation variable (X1) is 0.260 and is positive, meaning that if the motivation variable increases by 1 point significantly, and the other independent variables have a fixed value. Then the motivation variable will increase the value of the employee performance variable by 0.260.
3. The regression coefficient on the Work Discipline variable (X2) is 0.232 and is positive, meaning that the Work Discipline variable has increased by 1 point significantly, and the other independent variables have a fixed value. Then the Work Discipline variable will increase the value of the Employee Performance variable by 0.232.
4. The regression coefficient on the Job Rotation Effectiveness variable (X4) is 0.439 and is positive, meaning that the Job Rotation Effectiveness variable has increased by 1 point significantly, and other independent variables have a fixed value. Then the Job Rotation Effectiveness variable will increase the value of the Employee Performance variable by 0.439.

T Test (Partial)

t-test statistics by comparing the Sig. *t* with an alpha value of 0.05 and also *t*count with *t*table . By using a sample of 104, 3 independent variables and a significance level of 5%, we get a *t*table of $(\alpha/2; nk-1) = (0.025; 100) = 1.983$

Table 5. T Test (Partial)

Model		Coefficients ^a		Q	Sig.
		Unstandardized Coefficients B	Standardized Coefficients Betas		
1	(Constant)	1920	1659	1.157	.250
	Motivation	.260	.090	.258	2,883
	Work Discipline	.232	.099	.240	2,343
	Job Rotation Effectiveness	.439	.112	.398	3,931

a. Dependent Variable: Employee Performance

Source: Data Output SPSS Version 26, 2022

Based on the results of the *t* test, which are presented in the table above, the following information is obtained:

1. The motivational variable has a significance value of 0.005, this value is less than 0.05. Meanwhile, the *t* count obtained a value of 2,883 > *t*table (1,983) so that the motivation variable affects the employee performance variable.
2. The Work Discipline variable has a significance value of 0.021, this value is less than 0.05. Meanwhile, the *t* count obtained a value of 2,343 > *t* table (1,983) so that the Work Discipline variable has an effect on the Employee Performance variable.
3. The Job Rotation Effectiveness Variable has a significance value of 0.000, this value is less than 0.05. Meanwhile, the *t* count obtained a value of 3,931 > *t*table (1,983) so that the Job Rotation Effectiveness variable affects the Employee Performance variable.

F Test (Simultaneous)

Simultaneous tests were carried out to determine the effect of several independent variables simultaneously on one dependent variable using a sample of 104, 3 independent variables and a significance level of 5%, so that a *F*table of $(k; nk) = (3, 101) = 2,694$.

Table 6. F Test (Simultaneous)

Model		ANOVA ^a				
		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	800,305	3	266,768	69,668	.000 ^b
	residual	382,916	100	3,829		
	Total	1183,221	103			

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Effectiveness of Job Rotation, Motivation, Work Discipline

Source: Data Output SPSS Version 26, 2022

Based on the table above, information on a significance value of $0.000 < 0.05$ and an Fcount value of $69,668 > F_{table}$ of 2,694 means that the independent variables in the form of Motivation, Work Discipline and Job Rotation Effectiveness affect the dependent variable Employee Performance.

4. CONCLUSION

Motivation has a positive and significant effect on the performance of Batam City Transportation Department employees. Work discipline has a positive and significant effect on the performance of Batam City Transportation Department employees. The effectiveness of job rotation has a positive and significant effect on the performance of Batam City Transportation Department employees. Motivation, work discipline, and effectiveness of job rotation have a positive and significant effect simultaneously on employee performance.

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