
**THE EFFECT OF JOB ROTATION AND TRAINING ON EMPLOYEE PERFORMANCE
IN PT. PEGADAIAN (PERSERO) MANADO**

*PENGARUH ROTASI KERJA DAN PELATIHAN PADA KINERJA PEGAWAI
DI PT.PEGADAIAN (PERSERO) MANADO*

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ABSTRACT: *Nowdays, every organization definitely strive to improving its employee performance. Organization needs to make their employees work in the maximum of their capabilities. The objective of this research is to analyze the effect of job rotation and training on employee performance. The data was analyze quantitatively with multiple regression analysis method. This research is causal type of research which uses primary data obtained through questionnaires. The respondents of this research are the permanent employees in PT. Pegadaian (Persero) Manado with sample size as many as 100 respondents. The result of this study shows that Job Rotation has no significant influence on employee performance and Training has positive significant influence on employee performance. PT. Pegadaian (Persero) Manado should be more concerned to manage job rotation program, to prevent the dissatisfaction of employee. And should keep up the training program in order to maintain employee performance to the better level.*

KEYWORDS: *Job Rotation, Training, Employee Performance*

ABSTRAK: *Sekarang ini, setiap perusahaan pasti berusaha keras untuk meningkatkan kinerja pegawainya. Perusahaan perlu membuat pegawainya bekerja pada kapasitas maksimal mereka. Tujuan dari penelitian ini adalah untuk menganalisis pengaruh dari rotasi kerja dan pelatihan pada kinerja pegawai. Data dianalisis secara kuantitatif dengan metode regresi berganda. Penelitian ini merupakan penelitian kausal yang menggunakan data primer yang diperoleh melalui kuesioner. Responden dari penelitian ini adalah pegawai tetap di PT. Pegadaian (Persero) Manado dengan jumlah sampel sebanyak 100 reponden. Hasil dari penelitian ini menunjukkan bahwa rotasi kerja tidak memiliki pengaruh yang signifikan terhadap kinerja pegawai dan pelatihan memiliki peparuh yang positif pada kinerja pegawai. PT. Pegadaian (Persero) Manado sebaiknya lebih memperhatikan dalam mengelola program rotasi kerja, untuk mencegah ketidakpuasan dari pegawai. Dan sebaiknya meneruskan program pelatihan untuk mempertahankan kinerja pegawai ke tahap yang lebih baik.*

Kata kunci: *Rotasi Kerja, Pelatihan, Kinerja Pegawai*

INTRODUCTION

Research Background

Human resource is an important factor that must be considered as the main resource for an organization, because almost all of the organization's operational activities carried out by human. The human resources that referred here is the employees, employees become a valuable assets for a company. Human resources management aims to increase contribution of employees in organization. To achieve the goal of the company, highly depends on how employees can develop their knowledge, skills, and attitude. Job rotation and training are factors that established by many companies in order to develop employee performance.

Nowdays every organization definitely strive about how to improving its employee performance. The growth of the competition in the business environment, caused the organization needs to make their employees work in the maximum of their capabilities.. Job rotation and training are required to become a vital concern for an organizational management due to improve the employee performance. But there are many things caused employees do not like the idea of job rotation or training in the workplace. Employees rather affraid and refuse to be transfered because of some factors.

PT. Pegadaian (Persero) is one of the non-banking institutions that provide credit to the community on the law of mortgage in Indonesia. The increasing of costumer in PT. Pegadaian (Persero), the more qualified employee performance is required to deal with the customer. In dealing with many customers, PT. Pegadaian (Persero) needs to improve their employee performance, especially to prevent several factors that can caused the decline of employee performance such as boredom and stress.

In tracing the employee performance in PT. Pegadaian (Persero) Manado, employees are required to have a job rotation as in written provision before they became a permanent employee in PT. Pegadaian (Persero) Manado. As an agreement since the beginning, employees must receive job rotation and training as the provision that must be obeyed by a permanent employee in PT. Pegadaian (Persero) Manado.

Research Objectives

There are some objectives have to be achieved in this research which is to analyze the effect of:

1. Job rotation and Training on employee performance in PT. Pegadaian (Persero) Manado
2. Job rotation on employee performance in PT. Pegadaian (Persero) Manado
3. Training on employee performance in PT. Pegadaian (Persero) Manado

THEORETICAL FRAMEWORK

Human Resource Management

A strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage. This is achieved through a distinctive set of integrated employment policies, programs and practices (Bratton and Jeffrey, 2003)

Job Rotation

Rotation can be defined as working at different tasks or in different positions for set periods of time. Job rotation can be also considered as an alternate tool for job designing, that allow employees to know about different jobs skills from different departments, it also eliminate employees fatigue caused due to boring job assignments, these new challenges motivate employees again which also increase employees morale to improve output. The challenges faced by the employees in the new assignments can encourage them to gain enthusiasm and improve their morale in the work environment (Jorgensen et al., 2005).

Training

Training is a focused and time-framed activity that helps build more interpersonal and organizational skills and change behaviors that will lead to improve individual, team, and organizational performance. It is all about improving the skills that seems to be necessary for the achievement of organizational goals (McDowall and Saunders, 2010).

Employee Performance

Employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of

knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth--career potential enhances personal motivation (Cheng and Ho, 2001).

Previous Research

Tuei and Saina (2015) in research entitled "Job Rotation: an Examination of Its Effect on Employee Performance at KCB Branches in The North Rift Region, Kenya", explains that KCB management needs to restructure and redesign their job rotation framework as non – financial motivator to improve employee performance in their organization. The results show that job rotation had positive regression coefficient.

Akbar and Hafeez (2015) in research entitled "Impact of Training on Employees Performance (Evidence from Pharmaceutical Companies in Karachi, Pakistan)", explains that training has significant Impact and positive relationship with employee performance and developments areas. This would be helpful for human resources professionals in pharmaceutical industry in Karachi Pakistan to understand and knows the importance of the impact that Training improves employee's performance in different performance & development areas, working in various departments of pharmaceutical companies in Karachi

Onyango and Wanyoike (2014) in research entitled "Effects of Training on Employee Performance: A Survey of Health Workers in Siaya County, Kenya", explains that there is a strong positive relationship between training and development of employees and performancealso concludes that there is a relationship between training and employee performance among health workers in Siaya County.

Tarus (2014) in research entitled Effects of Job Rotation Strategy on High Performance Workplace, in Lake Victoria North Water Services Board, Kenya, explains that job rotation as a strategy had a significant effect on high performance workplace. This means that as organizations enhance job rotation, they are more likely to perform highly.

Conceptual Framework

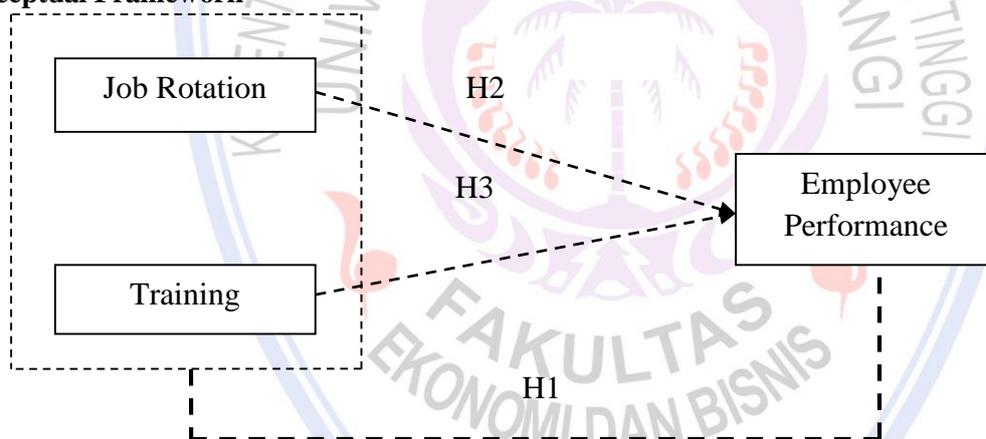


Figure.1 Conceptual Framework

Source: Data Processed, 2017

Research Hypothesis

H_0 : There is no significant effect of Job Rotation and Training on employee Performance

H_1 : There is a significant effect of Job Rotation and Training on Employee Performance in PT. Pegadaian (Persero) Manado simultaneously.

H_2 : There is a significant effect of Job Rotation on Employee Performance in PT. Pegadaian (Persero) Manado partially.

H_3 : There is a significant effect of Training on Employee Performance in PT. Pegadaian (Persero) Manado partially.

Type of Research

This research is Causal type. This research is a quantitative method since using questionnaire and multiple regression as a tool to gather the data analysis.

Place and Time of Research

This research was conducted in PT. Pegadaian (Persero) Manado between October to February 2017.

Population and Sample

According to Sekaran (2009), population is the entire group of people, events of things of interest that the researcher wishes to investigate. The population in this research is the employees in PT. Pegadaian (Persero) Manado. The sampling design of this research is purposive sampling that is considered as the best way of getting some information quickly and efficient. The sample of this research is the employees in PT. Pegadaian (Persero) Manado, as many as 100 respondents.

Data Collection Method

Data collection technique used in this study is Questionnaire. Measurement scale used is the Likert Scale.

Operational Definition and Measurement of Research Variables

1. Employee Performance (Y) is Employee performance is the result of employees' quality, behavior and effectiveness in doing their job in workplace.
2. Job rotation (X₁) is Job Rotation used to prevent boredom in the workplace with rotating the employees to work in different position also to improve their experience.
3. Training (X₂) is a time-frame program to help employees in learning thier job and give them the motivation in the workplace.

Data Analysis Method

Reliability and Validity test

Reliability is a test of how consistently a measuring instrument measures whatever concept is measuring. Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure.

Multiple Regression Analysis

Multiple linear regression analysis regress where the dependent variable (Y) relates to more than a variable. Analysis regression is used to find a dependency of grades from one variable to another variable or more. The shape of the regression equation is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

- Y = Employee Performance
 X₁ = Reward System
 X₂ = Job Stress
 α = intercept
 β₁, β₂ = The regression coefficient of each variable
 e = standard error

RESULT AND DISCUSSION**Result****Table 1. Validity Test**

		Correlations			
		Job Rotation	Training	Employee Performance	Total
Job Rotation	Pearson Correlation	1	.309**	.317**	.833**
	Sig. (2-tailed)		.002	.000	.000
	N	100	100	100	100
Training	Pearson Correlation	.309**	1	.549**	.711**
	Sig. (2-tailed)	.002		.000	.000
	N	100	100	100	100
Employee Performance	Pearson Correlation	.317**	.549**	1	.720**
	Sig. (2-tailed)	.001	.000		.000
	N	100	100	100	100
Total	Pearson Correlation	.833**	.711**	.720**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source : SPSS Data Analysis, 2017.

Table 1 shows that the value of correlation index for relationship among independent variables (Job Rotation and Training) with dependent variable (Employee Performance) are greater than 0.3 and below the significant level of 5% (0.05). The correlation of Job Rotation (0.833), Training (0.711) and Employee Performance (0.720) which are greater than 0.3. Therefore, the data is considered as valid.

Table 2. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.795	3

Source : SPSS Data Analysis, 2017.

Table 2 shows that the reliability test is done by using Cronbach's Alpha is 0.795. It means Cronbach's Alpha of entire variables is higher than 0.6, means the research instrument for relationship among variable indicates good consistency and the data is acceptable.

Test of Classical Assumption**Multicollinearity**

The purpose is to test the assumption of multicollinearity in the regression model, to test whether there is a correlation between the independent variables – reward system and job stress.

Table 3. Multicollinearity Test Result

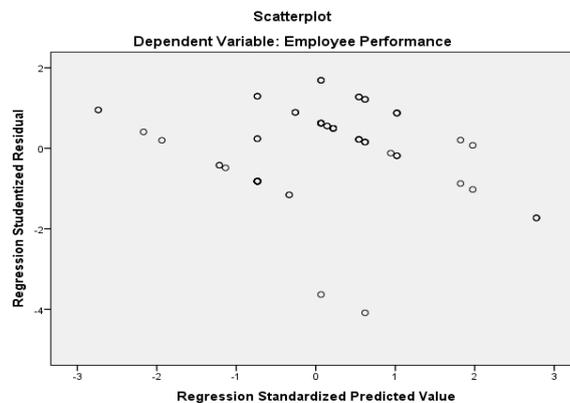
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Job Rotation	.904	1.106
Training	.904	1.106

Source: Data Processed, 2017

Table 3 shows shows the tolerance of Job Rotation is and Training are the same which is 0.904, it means that the tolerance value of each variable is more than 0.1. The VIF value of Job Rotation and Training are 1.106, it means that the value of both variables is less than 10. Since the tolerance value is more than 0.1 and VIF value is less than 10, it means this research is free from multicollinearity.

Heteroscedasticity

Figure 2. Heteroscedasticity



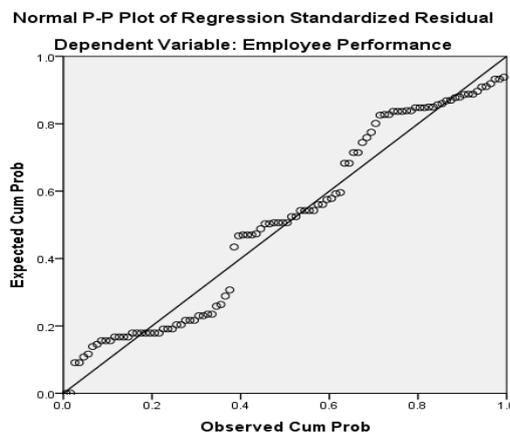
Source: Data Processed, 2017

Figure 2 shows that the patterns of the dots is spreading and they do not create a clear pattern. The dots are spreading above and below 0 (zero) in the Y axis, it proves that the model is free from heteroscedasticity.

Normality

Normality test can be identifying by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph.

Figure 3. Normality



Source: Data Processed, 2017

Figure 3 shows that the dots spreading near the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is completed.

Multiple Regression Analysis

Table.4 Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.177	.366		5.953	.000
	Job Rotation	.089	.048	.163	1.856	.066
	Training	.512	.090	.499	5.691	.000

a. Dependent Variable: Employee Performance

Source: Data Processed, 2017

The result on table 4 can be expressed in regression equation as:

$$Y = 2.177 + 0.089 X_1 + 0.512 X_2 + e$$

The interpretation of multiple Linear Regression Analysis result :

1. Constant value of 2.177 means that if independent variable in this research, job rotation and training are equal to zero, then the employee performance is predicted to be 2.177.
2. Coefficient value of X_1 (0.089) means that the variable job rotation (X_1) increases one scale or one unit, it will improve or increase employee performance (Y) by 0.089.
3. Coefficient value of X_2 (0.512) means that the variable training (X_2) increase one scale or one unit, it will decrease or reduce the employee performance (Y) by 0.512.

Coefficient Correlation (R) and Coefficient Determination (R^2)

Table 5. Coefficient Correlation (R) and Coefficient Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 ^a	.416	.404	.191

a. Predictors: (Constant), Training, Job Rotation

b. Dependent Variable: Employee Performance

Source: Data Processed, 2017

Table 5 shows that the coefficient of correlation (R) is 0.645 means there is significant relationship between the two independent variables with dependent variable. Because the value of R is 0.645 which is evidence that the relationship among independent variables and dependent variable is strong. In other words, Job Rotation and Training as independent variables and Employee Performance as dependent variable have a positive relationship. The coefficient of determination (R^2) measure how far the ability of a model in explaining variation of dependent variable. The value of R^2 is 0.416, it means that the linear relationship in this model is able to explain the Employee Performance (Y) by 41.6%. And the rest of 58.4% are caused by other factors not discuss in this research.

The coefficient of determination (R^2) measures how far the ability of a model is explaining variation of dependent variable. The value of coefficient of determination is between 0 and 1. The coefficient of determination (R^2) according to the table 4.4 is 0.416, it means that the linear relationship in this model is able to explain the Employee Performance (Y) for 41,6%. The rest 58,4% are caused by other factors which are not discussed in this research.

Hypothesis Testing

Table 6. F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.968	2	.984	23.427	.000 ^b
	Residual	4.074	97	.042		
	Total	6.042	99			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training, Job Rotation

Source: Data Processed, 2017

Table 6 shows that F-count is 23.427 with level of significance 0.000. Since the calculated value of F_{count} is greater than the F_{table} ($23.427 > 3.090$). Since the F_{count} is greater than the F_{table} , H_0 is rejected and H_1 is accepted. It means that the independent variables significantly affect the dependent variable simultaneously. Therefore, hypothesis is accepted.

Table 7. t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.177	.366		5.953	.000
	Job Rotation	.089	.048	.163	1.856	.066
	Training	.512	.090	.499	5.691	.000

a. Dependent Variable: Employee Performance

Source: Data Processed, 2017

1. Job Rotation (X_1) is 1.856. Comparing t_{count} with t_{table} , $1.856 < 1.985$. Since the t_{count} is less than t_{table} , it means that H_0 is accepted and H_1 is rejected. It means there is no significant effect of Job Rotation (X_1) to Employee Performance (Y).
2. Training (X_2) is 5.691. Comparing t_{count} with t_{table} , $5.691 > 1.985$. Since the t_{count} is greater than t_{table} , it means that H_0 is rejected and H_2 is accepted. Therefore, Training (X_2) has significant effect to Employee Performance (Y).

Discussion

Job Rotation on Employee Performance

The findings in this research show that there is no significant effect of job rotation on employee performance in PT. Pegadaian (Persero) Manado partially. Job Rotation that applied in PT. Pegadaian (Persero) Manado is the mutation to various branch offices. The result of the multiple regression analysis shows that X_1 positively affect on Y. It means Job Rotation positively affect on Employee Performance. But the result of T-test which testing the hypothesis partially, X_1 does not significantly affect on Y. It means Job rotation (X_1) does not significantly affect employee performance. Thus, Job rotation positively affect but not significant on Employee Performance (Y). This no significant effect of Job Rotation on Employee Performance partially in PT. Pegadaian (Persero) Manado is because the employees assume that they may be agree with the provision made by the company, but it is not always make their performance will increase with job rotation. Jaime (2000) said that in positioning that job rotation promotes psychological and physical health of employees through creating positive effects on employees, facilitating their health and increasing the variety of work through boredom to work, seeing things from different dimensions, and maintaining employee interest in the work. Organizations that have many branches, at times need to mutate or transfer its employees from one branch to another, to fulfill the needs of the organization. This is a natural thing and needed by an organization for smooth operation. But often there are many

employees who refuse to be transferred with variety reasons. However, factor of location always become one consideration. Many employees find it hard to carry the mutation because of the new transferred branches is far from his residence. However, In the professionalism of work, PT. Pegadaian (Persero) Manado is expecting all of its employees to always ready to carry out the task of a good job, including mutation program. Because mutation has been a written provision before they became a permanent employee in PT. Pegadaian (Persero) Manado, so they must obey the provision. Mutation becomes the base to provide motivation and opportunities for employees to increase their abilities and balance the workforce in the organization.

Training on Employee Performance

The findings in this research show that Training positively affect Employee Performance in PT. Pegadaian (Persero) Manado. The result of the multiple regression analysis shows that, X_2 positively affect Y. It means, Training positively affect Employee Performance. The result of T-test which testing the hypothesis partially, X_2 has significant effect on Y. It means, Training (X_2) significantly affect the employee performance. This significant effect exists because the employee has a good training program. This result is supported by the research conducted by Onyango and Wanyoike (2014). As the research result, it found that there is positive significant effect of training towards employee performance. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes. Chances of promotion, employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization. Increased productivity, Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less consuming time, money and resources if employees are properly trained.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusions from the result which are follows:

1. There is a significant influence of Job Rotation and Training positively affect Employee Performance at PT. Pegadaian (Persero) Manado simultaneously.
2. There is no significant influence of Job Rotation on Employee Performance at PT. Pegadaian (Persero) Manado partially.
3. There is a significant influence of Training positively affect Employee Performance at PT. Pegadaian (Persero) Manado partially.

Recommendation

The recommendations concluded from the result which are follows:

1. PT. Pegadaian (Persero) Manado has to make a better job rotation program and need to be more concerned in rotating its employee, to prevent the employee dissatisfaction. PT. Pegadaian (Persero) Manado must consider about the impact of performance that will affect the employees first, before relocate the employees.
2. PT. Pegadaian (Persero) Manado should keep up the training program to the employee in order to maintain employee performance to the better level.

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