
**THE ROLE OF JOB ROTATION PRACTICES TOWARDS EMPLOYEE PERFORMANCE
IN KANTOR PELAYANAN KEKAYAAN NEGARA DAN LELANG (KPKNL)****PERAN PRAKTEK ROTASI PEKERJAAN TERHADAP KINERJA KARYAWAN DI KANTOR
PELAYANAN KEKAYAAN NEGARA DAN LELANG (KPKNL)**

By

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Abstract: Positioning the right employee in the right job would bring the positive impact for the organization. Organization required employee to perform well conducting their job. However, people can not stuck in one job to get multiple skill. They need to adapt to other job and will become an expert in it. This study aims to identify about the role of job rotation practices towards employee performance in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) and to describe and explore The Role of job Rotation Practices towards Employee Performance in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL).. This research is using qualitative research method that explores the theories from several journals, articles, books and previous research. The type of this research is descriptive research. Population in this research is the entire employee in KPKNL that ever experienced job rotation. This study found that job rotation bring positive impact for the employee, develop employee performance and there are 3 major factors which is efficiency, productivity, and quality that become the measuring instrument of employee performance. The suggestion for organization, before doing job rotation make conversation with employee first. For the employee, always learn to get multiple skill.

Keywords: human resource management, job design, job rotation, employee performance.

Abstrak: Menempatkan pekerja yang tepat pada pekerjaan yang tepat akan membawa dampak positif bagi organisasi. Organisasi memberikan syarat kepada para pegawai agar supaya pegawai dapat bekerja dengan baik dalam pekerjaan mereka. Bagaimanapun, pegawai tidak bisa menetapkannya di satu pekerjaan saja agar supaya mempunyai banyak keahlian. Pegawai harus beradaptasi dengan pekerjaan yang lain dan nanti akan menguasai pekerjaan tersebut. Penelitian ini bertujuan untuk mengidentifikasi tentang peran praktek rotasi pekerjaan terhadap kinerja karyawan di Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) dan untuk mendeskripsikan dan mengeksplorasi Peran Praktek Rotasi Kerja terhadap Kinerja Karyawan di Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL). Metode yang di gunakan dalam penelitian ini adalah metode penelitian kualitatif yang mengeksplorasi teori-teori dari beberapa jurnal, artikel, buku dan penelitian sebelumnya. Jenis penelitian ini adalah penelitian deskriptif. Populasi yang digunakan dalam penelitian ini adalah seluruh karyawan di KPKNL yang pernah mengalami rotasi pekerjaan. Studi ini menemukan bahwa rotasi pekerjaan membawa dampak positif bagi karyawan, mengembangkan kinerja karyawan dan ada 3 faktor utama yaitu efisiensi, produktivitas, dan kualitas yang menjadi alat ukur kinerja karyawan. Saran dalam penelitian ini, untuk organisasi, sebelum melakukan rotasi pekerjaan sebaiknya berbicara dengan pegawai terlebih dahulu. Untuk pegawai, tetaplaj belajar agar supaya bias memperoleh banyak keahlian.

Kata Kunci: manajemen sumber daya manusia, desain pekerjaan, rotasi pekerjaan, kinerja karyawan.

INTRODUCTION**Research Background**

Government institutions are organization established by the government on the basis of a need, because of their duties, and based on a legislation to conduct activities to improve public services and improve the living standards of the well human being. In most societies, government institutions are the power organization of a state that has power over other institutions and which power is above the members of society. The state of Indonesia has a government institution that is led by a minister, one of them is Ministry of Finance. The task of the Ministry of Finance is to organize government affairs in the field of state finances to assist the President in organizing the state government. The ministry of finance has the vertical institutions of Direktorat Jenderal Kekayaan Negara (DJKN) which is under and directly responsible to the Head of Regional Office. Vertical institutions means a device from government departments or institutions that are not departments but have a working environment in the region concerned. In North Sulawesi, there are Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) as the vertical institutions of Direktorat Jenderal Kekayaan Negara (DJKN).

State Civil Apparatus (abbreviated as ASN) is a profession for Civil Servants and government employees with employment agreements working in government agencies. ASN employees consist of Civil Servants and government employees with employment agreements appointed by civil service officers and assigned duties in a government office or assigned to other state duties and are paid under the laws and regulations. ASN have to serve the country, always perform their job in a professional way and impartial manner, make decisions based on the principle of expertise, and always prioritize the achievement of results. Here, the employee in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) also State Civil Apparatus. Before they working in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) they already make an agreement about willing to be placed anywhere throughout Indonesia. The agreement they made apply as long as they work at Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL). So, the employee in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) are employees who have an attachment to the government, because they work in one of the government institutions.

Reach the goals in an organization or a company is the most important thing. Every company or organization have a high ambition for having employee with multiple skill. When a company have employees with these skills, it will become an advantage for the company because it is not only save their time but also save their energy. Employee in company is just like the body of the company. The organization can running well if the employee perform well and always do their job professionally. Because, employee's performance take a big part in the organization or company. It depends on how serious the employee doing their job, how efficient and how effective they can complete their task. But sometimes, there would be some barriers for the company or organization if the employee notperform their job because they are not expert in it.

Job rotation is about moving on one job to another job with new task and new environment of workplace. Positioning the right employee in the right job would bring the positive impact for the organization or company. But, not positioning the right employee in the right job would bring the negative impact for the company or organization. Organization or company required employee to perform well conducting their job. However, people can not stuck in one job to get multiple skill. They need to adapt to other job and they will become an expert in it, that is how they can have multiple skill. Because of that, company should run job rotation practices.

In Kantor Pelayanan kekayaan Negara dan Lelang (KPKNL) also does the job rotation. Kantor Pelayanan kekayaan Negara dan Lelang (KPKNL) does this job rotation because of the needs of organization, need a position to be filled, and an employee can not stay in one division as long as they are working in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL). For that, there must be a job rotation to prevent things out of control. The regulation of job rotation in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) depends on organization needs but in average they are doing the job rotation every 4 years. This is the rules that applied in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL).

The new atmosphere brings a personalized impact for each person. Some bring a positive impact, some are bringing negative impact. So does the world of work. Not infrequently richwan performance fluctuated. Such conditions are suspected to be related to too long a person in a period of work in one unit or in one job only. The result is boredom and even boredom among them. To achieve company or organization's goals trough employees, such conditions are not healthy. So the organization or company should implement system that could eliminate these negative impact.

When employee always doing the same job everyday or doing monotonous things, they will lower their passion to work harder and harder. This is a very detrimental thing. Having employee with multiple skill is very important and deserve attention. Because, employees are expected to be able to work comprehensively and master the various fields. With job rotation, then the performance of employees will experience changes as well as employees will have a broader knowledge and experience, so that employees are able to develop self potential.

Based on the background above, this research is about “The Role of Job Rotation Practices Towards Employee Performance in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL).”

Research Objectives

The research objectives of this research isto know whether job rotation develop employee performance in Kantor PelayananKekayaan Negara danLelang (KPKNL).

THEORETICAL FRAMEWORK

Human Resource Management

HRM can be defined as “The process of analyzing and managing an organization’s human resource needs to ensure satisfaction of its strategic objectives” (Hellriegel, et al,2008) and “The policies and practices involved in carrying out the ‘people’ or human resources aspects of a management position, including recruitment, screening, training and appraising” (Dessler, 2008).

Job Design

Job design constitutes a set of work characteristics that contribute to employeesbehaviour. The relationship between work design and employee performance has studied a lot, several conceptual models have been developed that concentrate on the influence of job design on the performance of employees. The Job Characteristic Model (JCM) Theory, is considered to be the most influential in guiding research on the nature or characteristics of jobs (Hackman and Oldham, 1980:55). Job design can have a significant effect on motivation. One technique designed to enhance motivation and, consequently, job satisfaction and performance, is job rotation. This approach consists of moving employees from one specialized job to another. The goal is to increase interest and motivation as employees gain a broader and more complete understanding of the organization. Research on the effects of this approach is largely inconclusive, however. In work experience, employees who have worked in a job rotation system found that after a promotion, they experienced a heightened awareness, desire to learn, and general attitude towards the new position, as well as towards the organization overall. This effect would eventually taper off, however, as they would gain the basic skills needed to perform the new position and would lose the motivated state that accompanied the promotion.

Job Rotation

Job rotation can be seen to promote employee learning (in that it makes employees more versatile) as well as employer learning, employers learn about individual employees strengths through rotation (Eriksson and Ortega, 2006:653). Job Rotation is a simple concept. It proposes that unemployed people should be trained with the skills necessary for a specific job in a specific company. Then they join that company for an agreed length of time and take over the job of an employed person. The employed person is then able to take time for training and up-skilling. At the end of the period the employer can decide either to dismiss or retain the unemployed person. employees also need to change and adapt to keep up. Job rotation encourages employers to recognize this. It also provides a means for support agencies to target their own activities which can be directed at priority sectors, occupations or regions.Steps of Job Rotation:

1. First Step: Hold an employee meeting to determine interest and gain involvement and input. During this meeting it would be appropriate to have a short presentation on job rotation. The purpose here is to build upon the ergonomics training already received and further it by discussing the relationship between it and job rotation.
2. Second Step: Insure that the physical job requirement are accurate and up-to-date for all jobs being considered for rotation.
3. Third Step: Verification by the entire employee group within each department affected. For job rotations determined in step 2, apply a common sense review of logistics and compatibility to ensure that:
 - a. The logistics of the proposed rotation are suitable
 - b. The job rotation seems reasonable

4. Forth Step: Provide employees with any training that is required for any new tasks performed or equipment handled.
5. Fifth Step: Provide employees with adequate break-in time to ensure that they are fully qualified and physically conditioned to perform their new tasks.
6. Sixth Step: Begin job rotation.
7. Seventh Step: Monitor the new rotation to ensure flexibility and consideration for individuals that are having difficulty in performing new tasks. Assess if further training, break-in, and/or accommodations can be made for these individuals.
8. Eighth Step: Hold follow-up meetings with employees to evaluate the job rotation. Again, survey employees using the job rotation questionnaire. Compare results to the initial survey. If results are favorable then continue rotation. If results indicate a problem then decide if corrective action is needed or if rotation should be discontinued.
9. Ninth Step: Track other measures such as injury rates, turnover, employee satisfaction, or workers compensation to determine effects of the job rotation

Employee Performance

Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to the results of the study conducted by Yang (2008) on individual performance showed that performance of the individuals cannot be verified. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement.

Factors Affecting Employee Performance According to some researchers and practitioners, there are certain factors individually and collectively effect on the performance of employees in a positive or negative way, including:

1. Leadership
2. Coaching
3. Empowerment
4. Participation
5. Organizational Culture
6. Working Environment
7. Motivation
8. Training

Previous Research

Mohsan, Nawaz and Khan (2012) researcher studied about Impact of job rotation on employee motivation, commitment and job involvement in banking sector of Pakistan. The study found that most of the subjects have spent an appreciable span of time working in banking sector and have been rotated time to time throughout their careers. It was found that when employees are rotated to different jobs across various departments, they become less motivated whereas more committed and involved in their respective jobs. Recommendations are made on how job rotation practices could be improved in banks as a reasonable amount of investment is made annually by banks on rotating its employees for personnel development.

Mohan (2015) researcher studied about The Effects of Job Rotation Practices on Employee Development: An Empirical Study on Nurses in the Hospitals of Vellore District. This acts as a motivating factor and helps in the employee development. Decreasing monotony in work, preparing employees to cope up with the management challenges, defining more productive positions and improving the level of knowledge & skills in a specific field and these expectations can be achieved through job rotation practices which will increase the motivation among the employees and it has the positive effect towards motivation of employees and development. This study aims at the job rotation practices followed by the hospitals to empower the nurses in all the dimensions of workplace and helps them to provide quality service to the needy people.

Salih and Al.Ibed (2015) studied about Job Rotation & Its Impact on employees' Performance: An Empirical Study among Employees at Red Sea University, Sudan. The results of study showed there is no

statistically significant relationship between Job Rotation and Employees performance At Red Sea University. Because there are no relations between Job rotation variables (Benefits, Barriers & Disadvantages) & Employees performance (significant > 0.05), But The statistical results of Chi-Square showed that there is statistically relation between Years of experience & Job Rotation (significant < 0.05). So the management at university is recommended to Train employees about new jobs & put clear work criteria to measure employees' performance.

Zehra (2015) focused on investigating the impact of job satisfaction on the motivational level, commitment level, and involvement level of employees in banking sector of Pakistan. Samples selected for this study were the hundred employees of different banks of Pakistan. The study incorporated primary data collection method and with the help of survey questionnaire, it was able to identify that the job rotation has significant relation with employees' motivation, commitment and involvement.

Conceptual Framework

Based on literature review and above consideration, the conceptual framework of this research was formulated:

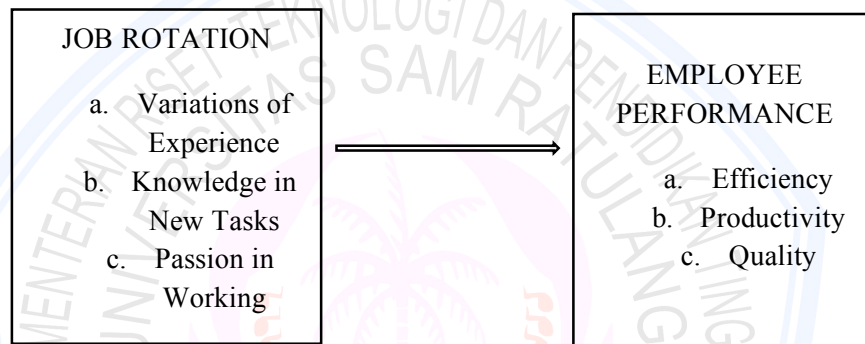


Figure 2.1
Conceptual Framework

The figure showcases the core of the research which is to find out The Role of Job Rotation Practices and Employee Performance in Kantor PelayananKekayaan Negara danLelang (KPKNL).

RESEARCH METHOD

Type of Research

This research used Qualitative Methodology. The type of this research is descriptive. Descriptive studies are used in this research to identify The Role of Job Rotation Practices in Kantor PelayananKekayaan Negara danLelang (KPKNL).

Time and Place of Research

The place chosen as a research location is at Kantor PelayananKekayaan Negara danLelang (KPKNL) and the interview would be in the same place because the informants are the employees of Kantor PelayananKekayaan Negara danLelang (KPKNL). The time of research and preparation of the final report will be conducted from February to May 2018.

Research Procedure

There are some steps that would be done to conduct this research:

1. Study about qualitative analysis interview method such journals, articles and textbooks.
2. Identify the problem statement of this research
3. Prepare the questions for interview that related with the research
4. Choose the potential informant to be interviewed at Kantor PelayananKekayaan Negara danLelang (KPKNL)

5. Doing in-depth interview with the informants to gather the needed information.
6. Doing analysis while collecting data
7. Recheck all the interview result
8. Writing result

Population and Sample

The population that is mainly observed in this research are the permanent employees (ASN) who work at Kantor PelayananKekayaan Negara danLelang (KPKNL). In order to get the best result, researcher took 10 respondent to be interviewed based on educational background which are the permanent employee (ASN) who have experienced job rotation in Kantor PelayananKekayaan Negara danLelang (KPKNL).

Data Collection Method

Data collection method play an important role in impact evaluation by providing useful information to understand the process behind observed result. In this part data collection method is the primary data.

Data Analysis Method

The analysis of qualitative data is aimed at making valid inferences from data in the form of words. There are relatively few well-established and commonly accepted rules and guidelines for analyzing qualitative data (Sekaran and Bougie, 2009:386).

RESULT AND DISCUSSION

Result

Informant 1 has been work for 4 years. According to informant 1 job rotation is a way to prevent boredom while working. Informant 1 has been rotated third times. Job rotation bring new atmosphere in working area. With the existence of job rotation, informant 1 get more knowledge form different division. Also he had more various of experiences because in his opinion when he is doing the same job everyday he will feel bored, but when he is doing different job he will not feel bored. In passion of working, informant 1 depends on the environment of working and the task. Sometimes, when informant 1 had so many task to do informant 1 will feel so lazy to finish the task. From one division to another division, informant 1 always be efficient, productive, and give the best quality while working. In his opinion, job rotation influence his performance while working. Because, job rotation is really important and job rotation bring positive effects also bring more work experiences for him.

Informant 2 has been working for 14 years. For him, with the existence of job rotation make him feel challenged. Informant 2 has been rotated third times. Informant 2 get more experiences trough know more about new working area or division in detail. Informant 2 get more knowledge in every division technically. In passion of working, he feel more challenged to know about the working area itself, because every division has different task and responsibility. According to informant 2, as time goes by he will be more efficient and productive. His quality of working is never decreasing, because in every division has different pressure that makes he become a better one. According to informant 2, job rotation really affect his performance in working because job rotation level up his skill, added more knowledge, and prevent boredom in working.

Informant 3 has been work for 14 years. Informant 3 has been rotated fifth times. According to informant 3, job rotation bring positive impact to make employee become a better one. Informant 3 got more variation of experiences because in his opinion when employee are rotated to another working area automatically the employee will seek for information to add more knowledge in order to improving their human resource. According to informant 3, his passion in working will increase as long as he work in his hometown and he will be more efficient, productive, and yet leve up his quality in working. Informant 3 feel more challenged and that is how he is increasing his performance because for him, job rotation bring positive impact so he will never get bored while working.

Informant 4 has been working for 16 years. Informant 4 has been rotated for fourth times. According to informant 4, she got more variation of experience because in every division has different rules and she needs to adapt to new rules everytime she has been rotated. In her opinion, job rotation affect her performance in working because job rotation always make her try to give her best quality in working, make her wants to upgrade her skill, and feel more challenged. According to informant 4, she become more efficient, productive,

and her passion in working is keep increasing. So, for her the existence of job rotation is really important because new working area bring more motivation to work harder and become better.

Informant 5 has been work for 14 years. According to informant 4, she always got positive impact in every working area or division. She is a stable type person so for her, job rotation always gave her more knowledge and her passion in working keep increasing from time to time. In her opinion, she is always efficient and productive in every division. Also in her quality of working, job rotation always motivate her to give her best so she will become an employee with good quality. According to her, job rotation is a way to prevent boredom in working and job rotation is methode that really important to be implement in working area.

Informant 6 has been work for 4 years. He has been rotated once. According to informant 6, if someone always doing the same work everyday he will get bored and will not be able to maximize his potential in working. Job rotation does motivate employee to seek knowledge in every division. In his opinion job rotation make employee become better because when organization does job rotation, organization does not depends only on one employee. In efficiency, productivity and quality, he always give all of his potential in working which means his efficiency, productivity and quality is always be the same in every working area or division. Because, he is a type of a hard working person. For him, job rotation always give positive energy to the employee and make employee not feel so bored when they are working. Overall, job rotation is really important to be implemented.

Informant 7 has been work for 4 years. According to him, he got enough variations of work because in 4 years he has been rotated third times. In his opinion, job rotation is a way to get multiple skill and more competent because with job rotation employee will know about other division in detail. Job rotation really affect his passion in working, make him more efficient while finish his task and be more productive in working. For him job rotation is really matters because if job rotation does not exist, employee will get bored and will not be able to give their best potential and performance in working. If it is happening, it is not only organization's loss but he will always be accustomed not to be competent and indifferent.

Informant 8 has been work for 19 years. Informant 8 gain a lot of experiences because he has been rotated sixth times. According to informant 8, job rotation is a part of organization's program so the employee should be rotated because it is a part of their task. In his opinion, basically human is easily to get boring so job rotation is really affect his performance in working. Job rotation does affect his quality of work because with job rotation he always try to give his best in working. For him job rotation make changes in his productivity and efficiency because he thought that new working area will bring fresh motivation to level up his potential to become a better employee, so the existence of job rotation is really important.

Informant 9 has been work for 8 years. She has been rotated third times. In her opinion, the purpose of job rotation is to make employee not feel bored. Job rotation does affect her quality in working. Sometimes when she is positioned in the division that does not match with her passion, her quality will decrease and she will not be competent. But when she is match with her working area or division, her passion in working will increase and become more competent. Different with quality in working, job rotation does not really affect her productivity and efficiency because she have her own standards when she is working. Overall, job rotation should be implement because it can prevent boredom in working and it can help employee achive their competency in working.

Informant 10 has been work for 14 years. He has been rotated for third times. According to informant 10, the purpose of job rotation is to get multiple skill and increasing human resource. Job rotation really affect his productivity and efficiency in working because he already got detail information in some division and it helps him to level up his skill to finish his task. With the existence of job rotation, he always try to increasing his quality in working because for him when he increasing his quality he already accepted the challenge. In his opinion, job rotation is a good program for the employee to become better and professional in working.

Discussion

Job rotation can be seen to promote employee learning (in that it makes employees more versatile) as well as employer learning, employers learn about individual employees strengths through rotation (Eriksson and Ortega, 2006:653).

Based on the result from interview employees will get more knowledge because they are still learning trough job rotation, get more experience in new working area when they are rotated and get different passion of working in job rotation program. All of the informant almost have the similiarity or almost have the same opinion when the researcher asked the questions. In the variations of experience 30% of informants not feel bored because of the existence of job rotation. Another 30% of informants got positive impact because of the

existence of job rotation. Another 20% of informants feel that with job rotation they can improve their human resources. And the last one is 10% of informants know more about new working area or division in detail because of job rotation.

In new knowledge that they are gain from job rotation program, all of the informants have the same opinion or answer which is trough job rotation they are surely get more knowledge. Because, they are not only stay in one division and not only learn about one task but they are gain lots of task from different division and they are added more knowledge. In their passion of working 50% of informants feel that their passion in working keep increasing because of the positive impact of job rotation. Another 20% of informants said that their passion of working depends on environment of working area which means that if they are feel comfortable, their performance will increase, and if they are not feel comfortable, their performance will decrease. Another 20% of informants said that they are feel more challenged because of the existence of job rotation program. The last 10% of informant will increasing passion in working as long as the employee working in his hometown.

Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to the results of the study conducted by Yang (2008) on individual performance showed that performance of the individuals cannot be verified. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement. Based on the result from the interview, employee performance is really matters. Because, employee such a body of the organization. The organization can running well and can achieve the goals if they are have employee with good performance. In efficiency, most of the informant (60%) said that they are become more efficient doing their task. Which means that automatically they are upgrade their performance to become better and better. And another 40% of informants stated that their efficiency is always the same which means they are stable n doing their task. In productivity, all of the informants have the same answer which is they are always productive while they are working. Which means that when they are productive, it can boosting up their performance to the best version of theirs.

In quality of doing their task, 70% of informats said that they are always giving their best quality in working. Which means that they are always perform well in working. Another 20% of informants stated that they are increasing their quality in woeking. Which means that they are not always giving their best but they are keep level up their quality from time to time. The last 10% of informant said that quality of working depends on the environment of working and the task that they got.

According to research by Mohsan, Nawaz and Khan (2012) about Impact of job rotation on employee motivation, commitment and job involvement in banking sector of Pakistan, it was found that when employees are rotated to different jobs across various departments, they become less motivated whereas more committed and involved in their respective jobs. Or in other words, employee commitment and job involvement could be slightly increased by boosting up job rotational activities in banking sector of Pakistan. It is not only the demand of this competitive era but also a key to equip employees with diverse skills and expertise.

From this research, it can be seen that it has correlation with interview results. Because, based on the interview results job rotatin really affect their entire performance in working area. They are trying to become an efficient employee, productive yet have best quality. It is such a commitment to keep maintaining their self to always perform with all of their best when they are working. It is such an advantage for the organization and the employee. Because, trough job rotation employee should be able to perform with different skill and expertise or in other words, the employee should be able to get multiple skill and competencies.

According to research by Mohan (2015) about The Effects of Job Rotation Practices on Employee Development: An Empirical Study on Nurses in the Hospitals of Vellore District, the result is measures of job rotation found to be positively correlated with each other. Specifically this study reveals the interest in job rotation practice, personal development. Also Job rotation is a best and cheap training method and it can be followed by any organization to provide their employees a better life by making them to work in various tasks and gain more knowledge and make them efficient in handling issues in the organization which leads a successful career of nurses.

From the research above, it can be seen that it has same result with the interview result because job rotation bring positive impact for the employee in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL).

The employee face new task and new work atmosphere when they are been rotated. They are keep develop their potential and get divers skill yet gain more knowledge trough job rotation. They are not only doing the same job everyday but trough job rotation they have more challenge to make their self become better and make their self able to do different type of work.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the result and discussion in the previous chapter, we can conclude some points here which are:

1. From all of the answers above, it can be seen that job rotation bring positive impact to the employees. Not only that, the employees stated that job rotation is really important and need to always be implemented in working area because job rotation can prevent boredom in working.
2. There are 3 major factors which is efficiency, productivity, and quality that become the measuring instrument of employee performance. With positive effect of these three factors, employee will have good performance and will become better from time to time. It is not only the advantage of the employee but also the advantage of organization to achieve the goals.
3. Job rotation develop employee performance because based on the result from interview, in generally all of the informants stated that job rotation is always bring positive impact for the employee and really important also should still be implemented in working area.

Recommendations

This research has been conducted in order to know the role of job rotation practices toward employee performance in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL). Based on the findings, the recommendations of this research are:

1. For the organization or in this case government institutios, before doing this job rotation the head office should had a covensration with the employee so the employee could have a chance to filed and objection first, before the employee will be rotate.
2. For the employee, it is such a responsibility to become professional in working and such a pride if the employee have the ability or have multiple skill. Because in my opinion, with these competencies it would bring out the best version of employee performance in working area.

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