

# The Effect of Work Rotation and Work Motivation on Employee Work Productivity: Systematic Literature Review Streght Based Assessment

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## Abstract

*The world of work demands Human Resources to work with speed and accuracy, and consider efficiency in all areas of work to increase productivity. Every employee has a different work spirit. The company has its own goals, both companies engaged in services or goods. For this reason, companies need to develop and manage their human resources. This study aims to review the impact given by doing Job Rotation both positive and negative impacts and to analyze how much work motivation affects employee work productivity. Job rotation and work motivation occur because there is a turnaround, or the emergence of changes in other job positions between two or more parties.*

## Keywords

work rotation; work motivation; strength based assessment; work productivity



## I. Introduction

In the era of globalization (Position et al., 2020) currently, the development of the strengths possessed by Human Resources is one of the influential factors in achieving company goals (Untari & Muliadi, 2019). Every Human Resource has strengths but not all of them are aware of the strengths they have. Though these strengths can help in achieving the goals of a company (Yaqien, Sindy Husnul Raharjo, 2017). In addition, to achieve company goals, it is expected that employee productivity and performance will always increase (Warsi, 2019). Companies must have good productivity to meet the company targets that have been set. Good productivity will be able to help a company to meet these targets. Therefore, human resources must be managed properly so that there is no conflict between employees and employee job satisfaction can be achieved so as to improve employee performance (Hasibuan, 2018). One way to increase employee productivity and performance is by job rotation. According to research (Warsi, 2019), job rotation has a positive and significant effect on employee performance. Job rotation can increase employee competence, refresh from routine saturation and refresh insight so that employees can produce high output. Work rotation is also expected to stimulate employees to achieve better performance and increase productivity at work (Untari & Muliadi, 2019).

Human resources are the basis and key of all organizational resources. Quality human resources have knowledge, skills, competencies, entrepreneurship and excellent physical and mental health, are talented, have a work ethic and high work motivation that can make an organization different between success and failure. Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and management of personnel or employees to achieve an optimal result (Notoatmodjo in sulasmi, 2020). The development of human resources through the cultivation

of achievement motivation is one of the contributions in improving the quality of human resources. (Werdhiastutie, A. 2020)

Strength based assessments is a method of human resource development that focuses on developing the strengths and abilities of an employee so that employee productivity can increase (Yaqien, Sindy Husnul Raharjo, 2017). Every human being has his own talent or strength, with Strength based assessments it is hoped that these talents can develop so that individual productivity and performance can increase. Based on the background described above, this research was conducted with the aim of conducting a systematic literature review of several previous studies on a predetermined topic, namely the effect of job rotation on employee productivity assessed based on the talents possessed by each individual.

## II. Research Method

This research was conducted systematically and the results were measurable. Descriptive qualitative research is used in this study. Descriptive qualitative research is a type of research that uses scientific studies, literature reviews from several articles, journals and books and utilizes deductive reasoning supported by valid data and information then processed and analyzed based on research principles. The results of this study were not obtained from the procedure or form of calculation, this research was described descriptively and analyzed inductively. This research follows several research steps, namely:

### Step 1. Data collection

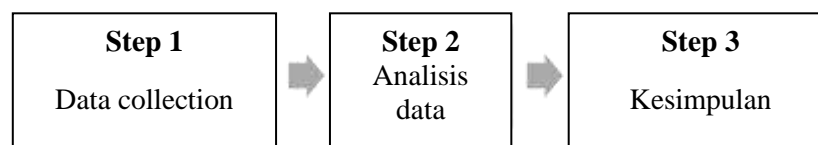
Data obtained from interviews, articles, literature or books that are in accordance with the research topic then determine the publication period of 2017 - 2021. The selection of this period is considered sufficient to represent the thoughts on the topics that have been chosen in this research. Then literature is selected from several databases namely Google Scholar, Scopus, Springer etc.

### Step 2. Data Analysis

Then an analysis of the topics that have been determined based on data from interviews and literature is carried out so as to produce more structured research.

### Step 3. Conclusions and suggestions

The conclusions of this study are described and presented, then provide suggestions for further research to make it even better.



*Figure 1. Research methods*

The data collection technique in this study is a literature review. The data analysis technique in this research is descriptive qualitative. This technique is used because it can support the achievement of research objectives, namely to provide the latest understanding of the effect of job rotation in increasing employee productivity. This study uses a systematic literature review method including descriptions of research questions, search strategies, inclusion criteria, data extraction, and evaluation criteria (Chen et al., 2016).

### III. Result and Discussion

Companies are required to always develop their Human Resources. Every human resource comes from a different background, therefore a company must know the needs, talents and skills of each employee and how the employee plans in the future. This is done to determine the placement of employees in the right position so that the employee will be more motivated to work so that the productivity and performance of the employee will be maximized. This study will analyze previous research on the positive effect of productivity and performance by doing job rotation and see the effect of work motivation in increasing employee productivity and performance.

#### 3.1. Job Rotation Has a Positive Effect on Employee Productivity and Performance

According to research (Position et al., 2020), Work productivity has a very important influence for a company. The success or failure of a company depends on the ups and downs of the company's work productivity. The results of the study explained that job rotation had a positive and significant impact on employee work productivity. The research variable of job rotation is the most influential factor on employee work productivity.

According to research (Warsi, 2019), job rotation has a positive and significant effect on employee performance. This research was conducted on UST education staff. The results obtained that job rotation can add new insights in work (20.43%), rotation increases skills/ability (17.20%), and job rotation eliminates boredom/saturation (15.05%).

According to research (Organization & Dan, 2020), research variables work rotation or job mutation with a value of  $F_{count} (272.891) > F_{table} (2.95)$  and  $sig.alpha (0.000a) < alpha 5\% (0.05)$  affect productivity. Therefore, the conclusion that can be drawn from this study is that job rotation has a significant and decisive effect on increasing employee productivity.

According to research (Hasibuan, 2018), the variable of job rotation by testing the hypothesis  $t_{count} 4.187 > t_{table} 1.999$  and a significant value of  $0.000 < 0.05$  so that the results of job rotation have a significant effect on employee productivity. This study explains that to run a company, it is required to always make improvements in various aspects, especially in the HR department.

According to research (Jain & Faculty, 2020), using the product moment correlation formula with the results of  $R_{count} 0.937$  (very strong category), the X variable to the Y variable is 87.79%. The value of  $t_{count} > T_{table} (23.29 > 0.344)$  then the alternative hypothesis  $H_a$  is accepted and the null hypothesis ( $H_o$ ) is rejected. In conclusion, job rotation has a positive and significant effect on work productivity.

Based on the results of data analysis using a systematic literature review method in previous research on the focus of research on the effect of employee rotation in increasing employee productivity and performance, it was found that research on this topic was mostly conducted in 2020; Position et al., 2020; (Organization & Dan, 2020; Jain & Faculty, 2020). Job rotation has a positive and significant effect on employee productivity and performance where employees who have worked in a company or department for a long time will feel bored and bored, therefore moving to another section will increase work productivity by getting a new spirit in a new place with a new task. In addition, in a part of the work can not be separated from disputes between employees so that work rotation is very effectively applied to overcome these problems. Strengths and talents possessed by an individual can also be known by doing a job rotation, where each individual will be placed in various parts and the individual will find his talent or strength. The results of this study are in accordance with previous research by Ortega (2020), praningrum (2020), Juwita (2020), Rachmawati (2020) where this study illustrates that work rotation has a very positive effect on increasing

employee productivity and performance. where each individual will be placed in various parts and the individual will find his talent or strength. The results of this study are in accordance with previous research by Ortega (2020), praningrum (2020), Juwita (2020), Rachmawati (2020) where this study illustrates that work rotation has a very positive effect on increasing employee productivity and performance. Where each individual will be placed in various parts and the individual will find his talent or strength. The results of this study are in accordance with previous research by Ortega (2020), praningrum (2020), Juwita (2020), Rachmawati (2020) where this study illustrates that work rotation has a very positive effect on increasing employee productivity and performance.

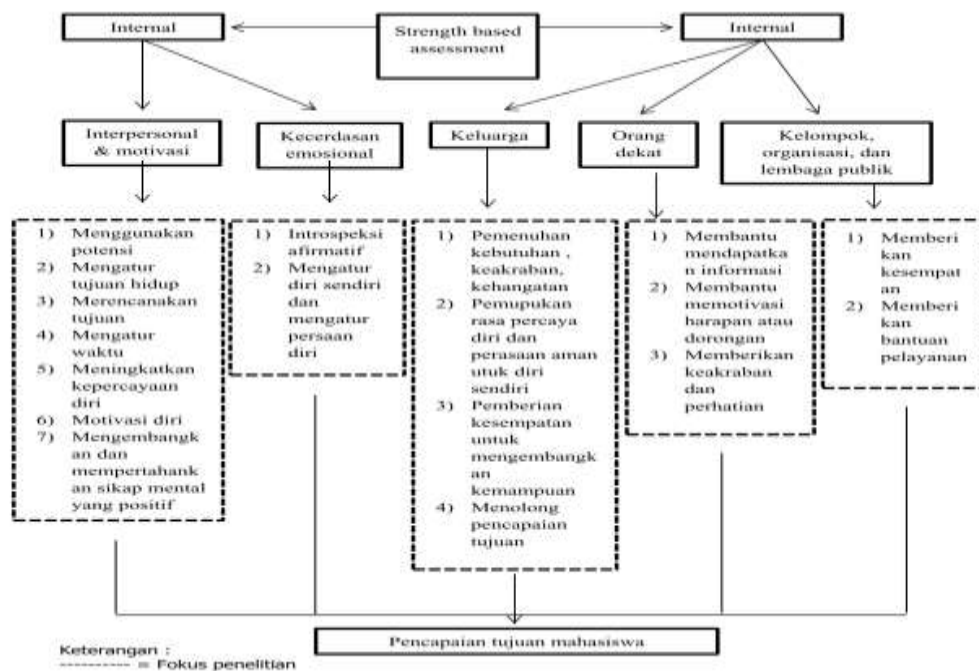
### **3.2. Work Motivation Has a Positive Effect on Employee Productivity and Performance**

Study (Andika, 2019) carried out with the aim of knowing the effect of work motivation in increasing work productivity. Study (Saleh & Utomo, 2018) (Sinaga, 2020) done by testing the effect of work motivation in increasing employee productivity. This study explains that there are many factors that influence high and low productivity and one of them is work motivation. Employees who have high work motivation will do their work with enthusiasm and maximum so that the company's targets will be achieved. From the equation  $Y=3.495 + 0.151 X1 + 0.325 X2 + 0.122 X3 - 0.020 X4$  it is found that work motivation gives the highest results compared to other variables.

Study (Putu, 2012) (Satriadi, 2017) (JUMANTORO et al., 2019) (Diah & Pramayani, 2018) aims to determine how much influence work motivation on employee productivity. The results of the study of work motivation variables have a positive effect on employee work productivity. Employees are an important asset in a company.

Based on data analysis that has been carried out systematically in previous studies, it is found that work motivation has a significant effect on work motivation. The higher the work motivation, the productivity and performance of employees as well will continue to increase. And vice versa if the employee's work motivation is low, the productivity and performance of employees will also be low. This can be seen from several studies (Satriadi, 2017) (Sinaga, 2020) (JUMANTORO et al., 2019) which explains employee work motivation occurs to get work performance and increase the level of position.

This research uses strength based perspective by doing a job rotation and seeing how much the employee's work motivation is on a job so that it can be said to be a good basis for increasing employee productivity and performance. Basically work motivation can be obtained if the employee has worked according to his strengths and talents. The talent view views that the strength that a person has can make him achieve his goals, or all problems will be able to be solved by the individual. Understanding this, human resource development is very important to do to improve employee performance so that the resulting productivity will be better.



#### IV. Conclusion

Based on the results of research and overall analysis, the authors can conclude that work rotation and work motivation have a positive effect on employee performance and productivity. This is because with job rotation each employee can find out their talents and interests and work rotation also avoids being bored or bored at a job and avoiding conflicts between fellow employees. Likewise with work motivation, if the employee already knows the talent or interest he likes, the employee's motivation to work will also increase. It can also be an increase in employee productivity and performance.

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