

Effect of Job Rotation and Experience on Work Achievement of Youth Services and Sports Culture and Tourism of Labuhan Batu District

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Abstract

This study aims to analyze The Effect of Job Rotation and Experience on Work Performance of Employees of the Department of Youth and Sports, Culture and Tourism, Labuhan Batu Regency. This type of research is quantitative, the place of this research is the employee of the Department of Youth and Sports, Culture and Tourism, Labuhan Batu Regency, whose address is at Jalan WR. Supratman, No. 10, Rantau Utara, Labuhan Batu Regency, North Sumatra. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The population in this study were 70 employees of the Department of Youth and Sports, Culture and Tourism, Labuhan Batu Regency. Saturated sampling technique is a sampling technique when all members of the population are used as samples. Since the number of employees of the Regional Revenue Agency Office of Labuhan Batu Regency is 70 people (less than 100 people), all employees are taken as objects of research. The structural equation of multiple linear regression in this study is $Y=1,324+0,440X1+0,364X2$. The B value in job rotation (B1) is 0.440, the experience value (B2) is 0.364 and the constant value (a) is 1.324. The description of the multiple linear regression structural equation shows that the job rotation variables (X1), and experience (X2) have a positive direction coefficient on work performance. The value of Fcount is $36.577 > Ftable 2.74$ with a significance value of $0.000 < 0.05$. The results showed that job rotation (X1) and experience (X2) simultaneously had a positive and significant effect on work performance (Y).

Keywords

Job rotation; experience; job performance



I. Introduction

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

At present, various problems with the resources of the state civil apparatus in the central and regional governments have long emerged. However, policymakers ignore this. In some conditions, politicians tend not to pay attention to the suitability of the competence of the position with the apparatus that occupies it (A'yun et al., 2017). A successful organization is an organization that effectively and efficiently combines its resources to implement its strategies. Human resource planning will be carried out properly and

correctly if the planner knows what and how human resources are. Human resources or man power (HR) is an integrated ability of the thinking power and physical power of each individual. Humans are the first and main element in every activity carried out. Reliable or sophisticated equipment without the active role of HR, means nothing. The important thing in an organization is to socialize its employees into the organizational culture so that they can become productive and effective employees. Job rotation is one of the ways that employees can be helped to do existing jobs, can improve the overall career of employees, and help develop their responsibilities in the future. To get productive and effective employees, organizations need to rotate employees in doing their work (Job Rotation).

Problems that often occur in the Department of Youth and Sports, Culture and Tourism, Labuhan Batu Regency, are still often employees who do not complete or complete work properly and the employees are still not effective in carrying out their work to completion within the time determined by the organization so that things This has an effect on the job performance of the Youth and Sports Service, Culture and Tourism Office of Labuhan Regency.

Job rotation is part of one of the functions of human resource management, namely the development function. Job rotation generally includes activities to find, place and utilize existing human resources in an organization effectively and efficiently. Implementation of a good rotation is not only beneficial for the employees themselves, but also beneficial for the organization in achieving its goals. Job rotation is an assignment made to a worker to a certain job or to a certain place of work in order to affect his productivity and to achieve predetermined organizational goals (Boenzi et al. 2015). In research Tarus (2014) states that job rotation is an important strategy for organizations that can develop capabilities and can be applied to improve performance. Moussavi, Mahdjoub, and Grunder (2018) define job rotation as a solution to improve an economy within the organization through strategies applied to employees. To measure the effect of job rotation on performance, it is categorized into two dimensions adopted from research conducted by Tarus (2014), namely, (1) Human Capital Development Dimension, the assessment indicators are (a) Employee rotation which has encouraged employees to increase productivity and work performance, (b) Can develop a positive attitude towards work, (c) Job rotation can increase efficiency, (d) Job rotation is a tool for career development, (e) Job rotation can increase experience, (f) Job rotation can improve communication between employees. (2) Human Capital Transformation, the assessment indicators are (a) Job rotation can improve job stability, (b) Effective job rotation policy in the organization, (c) Job rotation can increase employee health.

Experience is something that can offer professional development opportunities to learn and practice strategies for creating things by encouraging open discussion and processing with colleagues about what one has, (US Center for Substance Abuse Treatment 2014). Contributing to work that highlights the abilities possessed by a person because it is an important thing and also as a value in the organization, this ability can be used as a definition of experience, (DeFond and Zhang 2014; Christ et al. 2020). Work experience is an ability possessed by the body which is then followed by the spiritual possessed by an employee (Beghetto, 2019). Work experience indicators consist of 1). Feeling happy about work, 2). Inspiration from the implementation of the work, 3). Work problem solving, 4). Rotation in work and 5). The role of experience in overcoming task problems, (Auspurg et al., 2017).

Job performance is defined as the ability to meet job requirements (Jena 2015). Employee performance is an important factor in organizational studies that determines the organization has an advantage over other organizations. The importance of work

performance also applies to arrangements within an organization, with increasingly fierce competition between these organizations (Waeraas and Solbakk 2016). The work performance indicators according to Sutrisno (2017) consist of: 1) Work Results, 2) Job Knowledge, 3) Initiatives, 4) Mental Accidents, 5) Attitudes, 6) Time Discipline.

II. Research Method

This type of research is quantitative, the place of this research is the Department of Youth and Sports, Culture and Tourism of Labuhan Batu Regency on Jalan WR. Supratman, No. 10, Rantau Utara, Labuhanbatu Regency, North Sumatra. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. In this study, the population was 70 employees of the Department of Youth and Sports, Culture and Tourism of Labuhan Regency. The sampling technique used is saturated sampling. Saturated sampling technique is a sampling technique when all members of the population are used as samples. Due to the number of office employeesRegional Revenue Agency for Labuhan Batu Regencyas many as 70 people(less than 100 people), then all employees are taken as objects of research. The analytical method used in this research is multiple linear regression.

III. Result and Discussion

3.1 Result

The validity test of the research variables has significant criteria > 0.5 . The validity test in this study was carried out on 30 samples which were carried out outside the characteristics of the respondents. Ghazali (2018) states that the validity test is used as a measure of whether a questionnaire is valid or not. Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research.

Table 1. Validity Test Results

Variable Indicator Items	Total Correlation	Sig Criteria	Information
X1.1	,728	0.5	Valid
X1.2	,816	0.5	Valid
X1.3	,825	0.5	Valid
X1.4	,688	0.5	Valid
X1.5	,697	0.5	Valid
X1.6	,809	0.5	Valid
X1.7	,782	0.5	Valid
X1.8	,729	0.5	Valid
X1.9	,749	0.5	Valid
X2.1	,901	0.5	Valid
X2.2	,642	0.5	Valid
X2.3	,686	0.5	Valid
X2.4	,852	0.5	Valid
X2.5	,875	0.5	Valid
Y.1	,719	0.5	Valid
Y.2	,835	0.5	Valid
Y.3	,782	0.5	Valid
Y.4	,773	0.5	Valid

Y.5	,788	0.5	Valid
Y.6	,798	0.5	Valid

Information: *Sig Criteria < 0.5

Source: Research Results, 2021.

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent if the same measuring instrument is measured, an indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.6. The results of the reliability test of this study can be contained in Table 2:

Table 2.Reliability Test Results

Variable	Croanbach Alpha (CA)	Information
Job Rotation	,779	Reliable
Experience	,804	Reliable
Work performance	,794	Reliable

Information: *Criteria CA > 0.6.

Source: Research Results, 2021

Table 1 and Table 2 show that all statement items are valid and reliable. The next test uses the classical assumption test with normality. The normality test of this study is contained in Table 3:

Table 3.One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters, b	mean	.0000000
	Std. Deviation	1.88459832
Most Extreme Differences	Absolute	.065
	Positive	.055
	negative	-.065
Test Statistics		.065
asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Information: *p > 0.05.

Source: Research Results, 2021.

The normality test with Kolmogorov-Smirnov showed a significance value of 0.200. Asymp results. Sig. (2-tailed) > from a significance level of 0.05. The results of this test prove that the research test with the normality test has a good normal distribution value. The results of the normality test will then be tested in the form of the following histogram graph:

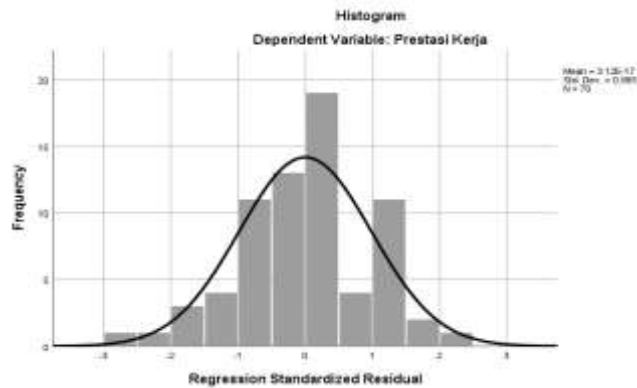


Figure 1. Histogram Graph

Based on the histogram graph, the data has shown a normal curve that forms a perfect concave. It can be said to be normal, if the line has formed a concave upward like the picture. The results of the multicollinearity test in this study can be contained in Table 4:

Table 4. Test results Multicollinearity

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1.324	2,943			
	Job Rotation	.440	.060	.631	.960	1.042
	Experience	.364	.127	.248	.960	1.042

a. Dependent Variable: Job Performance

Information: * $p < 0.05$.

Source: Research Results, 2021.

Table 4 shows that the three independent variables have a VIF value < 10 and a value $tolerance > 0.1$ which means that the data in this study did not experience multicollinearity. Classical assumption testing with heteroscedasticity test in this study can be contained in Figure 2:

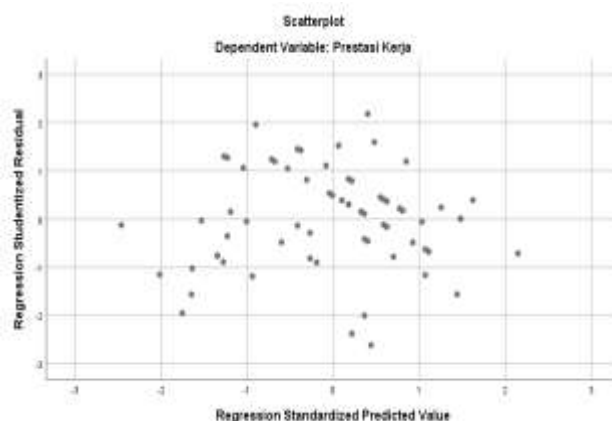


Figure 2. Scatter Plot Chart

Based on Figure 1, it can be stated that the data from this study spread above and below the number 0 on the Y axis, and did not form a clear pattern, thus it was stated that the data did not experience symptoms of heteroscedasticity. The results of the research analysis by testing multiple linear analysis can be contained in Table 5:

Table 5. Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1.324	2,943			
	Job Rotation	.440	.060	.631	.960	1.042
	Experience	.364	.127	.248	.960	1.042

a. Dependent Variable: Job Performance

Information: * $p < 0.05$

Source: Research Results, 2021.

Based on the value in Tsel 5, the following multiple linear regression equation was obtained: $Y=1,324+0,440X_1+0,364X_2$. The B value in job rotation (B1) is 0.440, the experience value (B2) is 0.364 and the constant value (a) is 1.324. The description of this multiple linear regression equation shows that the variables of job rotation (X1), and experience (X2) have a positive direction coefficient on work performance.

Testing the results of the research hypothesis can use the t test (partial). This test was conducted to analyze the effect of the independent variable, namely job rotation (X1), and experience (X2) partially on the dependent variable, namely work performance (Y). The equation for determining the value of ttable can be used as follows: $df = nk-1 = 70-3-1 = 66$. After being calculated using this equation, the value of ttable is 1.6682. The results of the t test can be loaded in Table 6:

Table 6. Resultst test (Partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.324	2,943		.450	.654
	Job Rotation	.440	.060	.631	7.315	.000
	Experience	.364	.127	.248	2.872	.005

a. Dependent Variable: Job Performance

Source: Research Results, 2021

Based on Table 6, it can be seen that the results of the regression analysis obtained a t-count value of $7.315 > t\text{-table } 1.6682$, this means that the job rotation variable (X1) has a positive effect on the work performance variable (Y). Then the significant value is $0.000 < 0.05$, which means that the job rotation variable (X1) has a significant effect on the work performance variable (Y). Based on the results of the regression analysis, the t-count value was $2.872 > t\text{ table } 1.6682$. This means that the experience variable (X2) has a positive effect on the work performance variable (Y). Then the significant value is $0.005 < 0.05$, which means that the experience variable (X2) has a significant effect on the work performance variable (Y).

The F test was conducted to test the independent variable, namely job rotation (X1), and experience (X2) simultaneously having a significant relationship or not to the dependent variable, namely work performance (Y). As for determining the value of Ftable, the following equation can be used: $df = k; n - k = 3; 70 - 3 = 3; 67$. After calculating using this equation, $F_{table} = (3; 70 - 3)$, the value of Ftable is 2.74. The results of the F test in this study can be contained in Table 7:

Table 7.F. Test Results ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	267,575	2	133,787	36,577	.000b
	Residual	245,068	67	3.658		
	Total	512,643	69			

a. Dependent Variable: Job Performance

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

Information: * $p < 0.05$

Source: Research Results, 2021.

Table 7 shows the Fcount value of $36.577 > F_{table} 2.74$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded that job rotation (X1) and experience (X2) simultaneously have a positive and significant effect on work performance (Y).

The coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely job rotation (X1), and experience (X2) on the dependent variable, namely work performance (Y). The results of the coefficient of determination test can be contained in Table 8:

Table 8. Coefficient of Determination Test Results

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722a	.522	.508	1,913

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

b. Dependent Variable: Job Performance

Information: * $p < 0.05$

Source: Research Results, 2021.

The R Square value from the analysis of the coefficient of determination is 0.522, meaning that work performance can be explained by the job rotation variable (X1), and experience (X2) of 52.2%, while the remaining 47.8% can be explained by other variables not examined in the study.

3.2. Discussion

The results of the regression analysis obtained the t-count value of $7.315 > t_{table} 1.6682$. This means that the job rotation variable (X1) has a positive effect on the work performance variable (Y). Then the significant value is $0.000 < 0.05$, which means that the job rotation variable (X1) has a significant effect on the work performance variable (Y). Brotojoyo, Imron, and Choerudin (2017) also state that in their research job rotation (X1)

partially has a positive and significant effect on the performance of employees of the Aneka jasa klaten cooperative.

Based on the results of the regression analysis, the t-count value was $2.872 > t$ table 1.6682. This means that the experience variable (X2) has a positive effect on the work performance variable (Y). Then the significant value is $0.005 < 0.05$, which means that the experience variable (X2) has a significant effect on the work performance variable (Y). These results are in accordance with previous research conducted by Hendriansyah (2016) which states that experience partially has a positive and significant effect on work performance.

The value of Fcount is $36.577 > F$ table 2.74 with a significance value of $0.000 < 0.05$. From these results, it can be concluded that job rotation (X1) and experience (X2) simultaneously have a positive and significant effect on work performance (Y). This study is in accordance with the results of previous research conducted by Brotojoyo, Imron, and Choerudin (2017) which stated that job rotation (X1) and experience (X2) simultaneously had a positive and significant effect on the achievement of employees of the Aneka jasa klaten cooperative.

The R Square value from the analysis of the coefficient of determination is 0.522, meaning that work performance can be explained by the job rotation variable (X1), and experience (X2) of 52.2%, while the remaining 47.8% can be explained by other variables not examined in the study.

IV. Conclusion

1. Job rotation has a positive and significant effect on the work performance of employees of the Department of Youth and Sports, Culture and Tourism, Labuhan Batu Regency.
2. Experience has a positive and significant impact on the Work Performance of Employees of the Department of Youth and Sports, Culture and Tourism, Labuhan Batu Regency.
3. Job rotation and experience simultaneously have a positive and significant effect on the work performance of the employees of the Department of Youth and Sports, Culture and Tourism, Labuhan Batu Regency.

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