

The Role Rotation and Training On Employee Performance

Munawir Si Toro¹
STIE Nusantara Sangatta

Andi Syarifuddin²
Politeknik Negeri Samarinda

Hasma³
STIE Nusantara Sangatta

Agung Prasetyo⁴
STIE Nusantara Sangatta

Correspondence : Munawir Si Toro (simunawirsitoro@stienusantara.ac.id)

Submitted : 05-01-2023, Accepted : 04-02-2023, Published : 03-03-2023

Abstrak

The purpose of this study is to assess and analyze staff performance at PT. Banjar Industrial Borneo Facilities objectively in relation to workload, training, and personnel rotation. Given PT. Banjar Industrial Borneo Facilities' particular situation and the difficulties it faces in managing its human resources, the research site in Banjar Regency was selected. In order to provide a complete picture of the impact of research factors on employee performance, census methodologies were used to include all 48 employees of PT Sarana Borneo Industri Banjar as respondents in this study. The information utilized includes both quantitative information—obtained via government reports and personnel counts—and qualitative information—obtained from speaking with relevant authorities. Documentation and questionnaires were used in the data gathering process. The questionnaire measured respondents' attitudes, opinions, and perceptions on staff rotation, workload, and training using a Likert scale. Workload management, staff rotation, and efficient training.

Keywords : Employee Rotation, Training, Employee Performance

Introuction

Employee performance is a critical factor in determining an organization's success in the cutthroat workplace. One of Banjar's financial institutions, PT. Banjar Industrial Borneo Facilities, is inextricably linked to the difficulties in raising employee performance (Sugandi, 2019). It is believed that training, workload, and staff rotation all have a big impact on workers' performance. It is anticipated that employee rotation, which aims to boost motivation and increase knowledge and abilities, will improve performance. Employee performance can be enhanced via training as a means of developing competencies, as this can lead to better work quality and increased operational efficiency.

Analyzing and comprehending the impact of workload, training, and personnel rotation on worker performance at PT. Banjar Industrial Borneo Facilities is the primary goal of this study.

Using this method, researchers hope to present empirical data regarding the degree to which workload can either support or impede positive aspects of performance, the importance of training in raising employee competence and effectiveness, and the impact of employee rotation on these factors. The enhancement of PT employees' performance is just one of the research's anticipated advantages. In addition to PT. Banjar Industrial Borneo Facilities, it offers scientifically supported insights for other firms operating in related industries to adopt more successful HRM practices.

The application of an analytical technique to comprehend the dynamics between employee rotation and training on employee performance in the particular work environment of PT. Banjar Industrial Borneo Facilities is the research's contribution or innovation. By explicitly analyzing the effects of a variety of these elements in a thorough analytical model—a method that hasn't been extensively studied in the context of Indonesia's banking sector, particularly in Banjar—this research offers fresh insights. It is also believed that by providing data-based strategic recommendations to enhance employee performance, the research findings will make a significant contribution to the advancement of managerial practice and human resource management theory.

The main ideas of the study are on how employee performance is affected by workload, training, and job rotation, with a particular emphasis on PT. Banjar Industrial Borneo Facilities. The association between these characteristics and employee performance is analyzed quantitatively in this study (Yusuf et al., 2022). The idea of job rotation is defined as moving workers horizontally between jobs without altering their pay or status with the intention of boosting knowledge, enhancing employee abilities, and lessening monotony. Increased interunit cooperation, organizational adaptability, and more impartial performance evaluations are some advantages of job rotation.

Additionally, the definition of workload is defined as the difference between an employee's capability for work and the demands of their job, suggesting that a healthy workload can reduce

stress and boost job satisfaction (Bachtiar et al., 2022). Workload is influenced by a variety of internal and external elements, including as employees' physical and mental health, as well as tasks, the workplace structure, and environment.

The process of improving employee knowledge, abilities, and attitudes to produce effective and efficient performance is referred to as training. Training goals involve raising work knowledge and skills as well as enhancing employee work mechanisms, personalities, and capacities (Bachtiar, 2022). Organizations can gain from staff stability, increased production, and work efficiency through training. As an investment in human resources to meet organizational changes and challenges, the significance of training is underlined.

In research, markers of job execution, degree of responsibility, and quality and quantity of work results describe employee performance as a dependent variable (Matiin, 2022). Evaluation of an employee's performance is a crucial procedure that determines how well they meet expectations and serves as the foundation for choices on promotions, pay, and termination.

Method

Because this study uses a quantitative methodology, researchers can objectively assess and evaluate the impact of training, workload, and staff rotation on worker performance at PT. Banjar Industrial Borneo Facilities. As per Kumar et al. (2022) The rationale behind the use of quantitative approaches was their capacity to generate measurable and statistically evaluated data, thereby offering substantial and dependable support for the hypothesis under consideration. Specifically, the research object looked into how these characteristics affected employee performance, and the study was conducted in Banjar Regency. The rationale behind selecting this particular location stems from PT. Banjar Industrial Borneo Facilities's distinct organizational features. As a regional financial institution, it faces particular internal dynamics and challenges when it comes to managing its human resources. As such, the outcomes are anticipated to yield pertinent and useful insights. The population under investigation in this study consists of all 48 employees of PT Sarana Borneo Industri Banjar. This study used census

methods to include all employees as respondents, guaranteeing that every member of the public had an equal chance to be included in the study. This attempts to obtain a comprehensive and detailed image of how training and staff rotation affect overall performance (Kushendar et al., 2019). There are two categories of data that are utilized: quantitative data and qualitative data. Official reports, staff counts, and other pertinent data were used to gather quantitative data, while interviews with PT. Banjar Industrial Borneo Facilities officials provided qualitative data.

Results and Discussion

F test (simultaneous hypothesis testing)

A significance value of F (F_{sig}) of = 0.000, which indicates that it is smaller than $\alpha = 0.04$ ($F_{sig} 0.000 < 0.04$), indicates that staff rotation, workload, and training have a substantial impact on employee performance at PT. Banjar Industrial Borneo Facilities, according to the results of the hypothesis testing. This indicates that increasing employee performance is directly and significantly impacted by workload, training, and personnel rotation (Darma, 2021).

The partial hypothesis test, or T-test

Comparing the significant value of t (t_{sign}) with the alpha value ($\alpha = 0.04$) at a 96% confidence level is how partial testing (t test) is done (Suganda, 2019).

The proposed hypothesis can be accepted since the hypothesis testing findings demonstrate that:

1. Employee rotation has a significant effect on employee performance, as demonstrated by a significant value of $0.012 < 0.04$. Accordingly, one of the variables that significantly affects worker performance at PT. Banjar Industrial Borneo Facilities is the employee rotation variable. This indicates that improving employee performance is a direct and significant benefit of staff rotation.

2. Employee performance is significantly impacted by training, as shown by value significant $0.028 < 0.04$, supporting the validity of the presented hypothesis. Based on this, it is possible to include the training variable as one of the factors that significantly affects worker performance at PT. Banjar Industrial Borneo Facilities. This indicates that raising employee performance is a direct and significant benefit of training.

Rotation of Employees' Effects on Performance

The data analysis results indicate a positive and substantial regression coefficient for the impact of personnel rotation on performance. The findings of this study are pertinent to respondents' opinions that employee rotation is beneficial when it is backed by employees' work talents, work attitudes, working environment, and personal attitudes.

Field facts demonstrate that work rotation can reduce employee boredom; through it, employees feel comfortable with the work they are currently doing; it can broaden knowledge; it can assist employees in learning new skills; it can increase employees' competency in facing change; and it can create career path changes by allowing me to have work experience that allows me to compete with better performance when employees are transferred to other divisions; the current job that I hold is in line with expectations; and it can foster social interaction among coworkers. When work rotation is put into place, employees meet a variety of coworkers who can collaborate well, take responsibility for their work, and always follow rules when work rotation is over (Bachtar et al., 2021).

Training's Impact on Employee Performance

The study's findings demonstrate the training variable's favorable and significant impact on worker performance. Accordingly, employees' performance will rise in direct proportion to the quality of their training (Saepudin et al., 2021). The training objectives listed above demonstrate how training affects employee performance; this is evident from the training's

alignment with performance measurement metrics. There are other significant advantages to training.

Experimental evidence demonstrates that employee performance is positively and significantly impacted by training, provided that the type of training is tailored to the specific requirements of the job, can enhance performance, and inspires employees to work more productively because they can see the results of the program. Employees participate in order to enhance the quality of their work; they experience the advantages of the training program in order to boost productivity; the training material they adhere to is highly relevant to their duties and work in the field; the material is comprehensive and easily comprehensible; the training method is in line with the type of training that the participants require; the amount of time allotted for the training is appropriate in order to support increased performance; and the training and support thus far have made use of high-quality facilities (Saepudin et al., 2021).

According to (Matiin et al., 2022), employers primarily look for workers who are willing to put in a lot of effort and who aspire to achieve peak performance, in addition to those who are competent, skilled, and capable of performing their jobs. One of the most prevalent and obvious of all staff tasks is frequently thought to be training. Effective training can also help a business succeed in reaching its objectives. High employee performance will result from this training, supporting the success of the business.

Conclusion

It was discovered that all of these variables significantly affect employee performance at PT. Banjar Industrial Borneo Facilities based on study analysis of the effects of employee rotation, workload, and job training. Training and employee rotation have a favorable effect on performance, suggesting that regulations governing employee rotation and raising the standard of training might be useful tactics for enhancing workers' work capacities, attitudes, and personal attitudes. Workload, on the other hand, has a negative impact, meaning that controlling a lower workload might enhance employee performance. This highlights the significance of

striking a balance between an individual's potential and the demands of their profession. The development of employee competency through suitable training kinds, objectives, materials, techniques, and participant and trainer credentials is emphasized by job training as a positive influencing element. These results highlight the substantial gains in productivity and efficiency that can be made in the workplace by investing in human resource development through well-designed training. Therefore, in an effort to improve employee performance, PT. Banjar Industrial Borneo Facilities and other organizations are advised to implement strategic employee rotation, offer high-quality training, and manage workload so that it stays at an optimal level in order to achieve maximum work results.

References

- Al-Romeedy, B. S. (2019). The role of job rotation in enhancing employee performance in the Egyptian travel agents: the mediating role of organizational behavior. *Tourism Review*, 74(4), 1003-1020.
- Cherotich, S., Rop, W., & Bett, A. (2021). The Relationship between Job Rotation and Employee Performance in Level-Four Hospitals within the South Rift region in Kenya. *Int. J. Sci. Res. Publ*, 11, 139-145.
- Fernando, A. G. N. K., & Dissanayake, D. M. R. S. (2019). The effect of job rotation practices on employee job performance; Mediating role of intrinsic motivation (with special reference to the private commercial banks in Sri Lanka). *International Journal of Engineering and Management Research e-ISSN*, 2250-0758.
- Hendar, K., Awalya, A., & Sunawan, S. (2019). Solution-focused brief therapy group counseling to increase academic resilience and self-efficacy. *Jurnal Bimbingan Konseling*, 8(3), 1-7.

- Hendarwati, E., Nurlaela, L., Bachri, B., & Sa'ida, N. (2021). Collaborative problem based learning integrated with online learning. *International Journal of Emerging Technologies in Learning (iJET)*, 16(13), 29-39.
- Idris, I., & Wahyudi, S. (2021). Job rotation and work motivation: Will it improve employee performance. *International Journal of Economics and Management Systems*, 6.
- Istikomah, I., Kushendar, D. H., Saepudin, A., & Miftahuddin, A. (2021). Pelayanan Prima Pembuatan Kartu Tanda Penduduk Elektronik (KTP-EI) di Kecamatan Regol Kota Bandung. *Ideas: Jurnal Pendidikan, Sosial, dan Budaya*, 7(3), 63-72.
- ODIRA, C. (2022). Job Rotation and Employee Performance in Public Sector: A Study of Chukwuemeka Odumegwu Ojukwu University, Igbariam. *International Journal of Business Systems and Economics*.
- Saepudin, A., & Kushendar, D. H. (2021). Implementasi Kebijakan Pengelolaan Sampah Di Kota Bandung (Studi Kasus Kangpisman Di Kelurahan Sukamiskin Kecamatan Arcamanik). *NUSANTARA: Jurnal Ilmu Pengetahuan Sosial*, 8(5), 1302-1309.
- Setya, R. T., & Mardiana, N. (2022). Effect of work rotation and training on employee performance (Study at PT Pegadaian (Persero) Palembang Regional Office).
- Sugandi, S., Dewi, M. P., & Suharno, S. (2019). Etika Komunikasi dan Citra Dharmaduta Dalam Upaya Menumbuhkan Moralitas Umat Buddha (Studi Kasus di Desa Tegal Maja Kecamatan Tanjung Kabupaten Lombok Utara). *Jurnal Agama Buddha dan Ilmu Pengetahuan*, 5(2), 112-132.
- Suleman, A. R., Bingab, B. B. B., Boakye, K. O., & Sam-Mensah, R. (2022). Job rotation practices and employees performance: do job satisfaction and organizational commitment matter?. *SEISENSE Business Review*, 2(1), 13-27.
- Tamura, K., Stecher, G., & Kumar, S. (2021). MEGA11: molecular evolutionary genetics analysis version 11. *Molecular biology and evolution*, 38(7), 3022-3027.

- Yusuf, M., & Matiin, N. (2022). Analysis of the Effect of the Marketing Mix on Purchasing Decisions. *International Journal of Economics and Management Research*, 1(3), 177-182.
- Yusuf, M., Haryono, A., Hafid, H., Salim, N. A., & Efendi, M. (2022). Analysis Of Competence, Leadership Style, And Compensation In The Bandung City Pasar Bermartabat. *Jurnal Darma Agung*, 30(1), 524-2.