

The Influence of Job Rotation, Leadership, and Career Development on Employee Performance

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Abstract – Immigration Office Class I Special TPI Batam. This Vertical Agency is a Technical Implementation Unit in Batam City under the auspices of the Ministry of Law and Human Rights of the Republic of Indonesia, the Immigration Office Class I Special for TPI Batam provides services to the community. The Immigration Office Class I Special TPI Batam provides services to the community with a very significant number of services and community participation every day, such as services in the issuance of immigration travel documents, immigration checks as well as immigration supervision and action. To realize these services, several efforts were made to improve the quality of the performance of the Immigration Office Class I Special TPI Batam employees. The purpose of this study was to determine the effect of job rotation, leadership and career development on the performance of the Immigration Office Special Class I TPI Batam, either partially or simultaneously. The research method used is quantitative and qualitative methods based on primary in the form of questionnaires and secondary data from agencies. The number of samples in this study were 170 respondents who were employees of the Class I immigration office specifically for TPI Batam. The data analysis technique was carried out by multiple linear regression analysis with the help of SPSS statistical tools. The results of the study found that internal rotation had a partially insignificant effect on employee performance. Career development partially significant effect on employee performance. Leadership partially significant effect on employee performance. Internal rotation, career development and leadership simultaneously have a significant effect on performance.

Keywords: Job Rotation, Career Development, Leadership, performance

1. INTRODUCTION

Human Resources are intangible assets, which must be empowered both in government and private companies. One of the measurements of the success of human resource empowerment is performance measurement. In

the world of government, performance is an important aspect of the success of an organization that aims to serve the community. As the essence of the government's goal is to provide public services to the community, Civil Servants are required to realize an optimal



public service delivery, so that the professional performance of Civil Servants is needed in carrying out their duties.

One of the government agencies that provides a significant amount of public service performance is the Immigration Office Class I Special TPI Batam. This Vertical Agency is a Technical Implementation Unit in Batam City under the Ministry of Law and Human Rights of the Republic of Indonesia, Immigration Office Class I Special TPI Batam provides services to the public in accordance with the regulations outlined in the Regulation of the Minister of Law and Human Rights Number 19 of 2018 concerning Organization and Work Procedures of the Immigration Office. Employees are required to provide services to the community in order to achieve maximum performance.

The potential of each individual in the organization must be utilized as well as possible so as to be able to provide maximum results. Where the success of the organization is highly dependent on the role of humans in it because humans as potential resources and are a source of strength. In the implementation of its duties and functions, the Immigration Office Class I Special TPI Batam performs services to the public with a very significant number of services and public participation every day such as services in the issuance of immigration travel documents, immigration examination as well as immigration supervision and enforcement. To realize these services, several efforts are made to improve the quality of employee performance of the Immigration Office Class I Special TPI Batam, some of which are internal employee rotation and career development efforts, as well as employee mutations. The purpose of this study based on the formulation of the problem described above is to determine the effect of internal rotation on the performance of employees of the Immigration Office Class I Special TPI Batam, to determine the effect of leadership on the performance of employees of the Immigration Office Class I Special TPI Batam, to determine the effect of career development on the performance of

employees of the Immigration Office Class I Special TPI Batam and to determine the effect of internal rotation, leadership and career development have a positive and significant effect on the performance of employees of the Immigration Office Class I Special TPI Batam.

2. METHODS

Research Methods

According to Sugiyono qualitative data is data in the form of sentences, words or images [1]. Qualitative data is a description of the observer's comments on teacher and student activities during the learning process and the observer's comments on the lesson plan seen by the teacher or researcher. For qualitative methods are also called postpositivistic methods because they are based on postpositivistic philosophy. In addition, this method is called the artistic method because the research process tends to be artistic or less patterned. Not only that, another term for this method is the naturalistic research method because the research is carried out in natural conditions and this method is mostly used for research in the field of cultural anthropology. Actually, why it is called a qualitative method is because the data collected and analyzed tend to be qualitative. According to Sugiyono quantitative data is data in the form of numbers, or quantitative data that is scored. So quantitative data is data that has a tendency to be analyzed by means or statistical techniques [1]. The data can be in the form of numbers or scores and are usually obtained using data collection tools whose answers are in the form of a range of scores or weighted questions. For quantitative methods are also called positivistic methods because they are based on the philosophy of positivism. In addition, this method is also known as the scientific method or scientific method because it fulfills scientific principles such as empirical, measurable, objective, systematic and rational.

Population

According to Manullang and Pakpahan population is a group of research elements, where the element is the smallest unit that is the

source of the required data [2]. Elements can be analogized as units of analysis, as long as business research data collection is carried out only to respondents. The population in this study were all employees of the Immigration Office Class I Special TPI Batam, totaling 295 people.

Sample

According to Manullang and Pakpahan the sample is part of the population which is expected to represent the research population [2]. In order for the information obtained from the sample to correctly represent the population, the sample must correctly represent the characteristics of the population it represents. Sample withdrawal using the validity test formula

From the SPSS output, it is known that the validity value is in the Corrected Item-Total Correlation column, which means the correlation value between the score of each item and the total score on the tabulation of respondents' answers. The results of the validity test on employee performance variables, internal rotation, leadership and career development can be declared valid (valid) because all coefficient values are greater than 0.30.

Reliability test

Reliability is the degree of precision, accuracy or accuracy shown by the measurement instrument. Questionnaire items are said to be reliable or reliable if someone's answer to the questionnaire is consistent. In this study to determine whether the questionnaire is reliable or not using Cronbach alpha. The questionnaire is said to be reliable if alpha cronbach > 0.60 and not reliable if it is equal to or below 0.60. On Slovin with the following conditions:

$$n = \frac{295}{1 + 295(0,05)^2}$$

$$n = \frac{295}{1,73}$$

n= 169,78 person
n= 170 person

Population N is 295 people from the conditions that have been determined with the assumption of an error rate (e) of 5% = 0.05, so the number of samples (n) in this study is 170 people.

3. RESULTS AND DISCUSSION

Results

Classical Assumption Test

Normality test

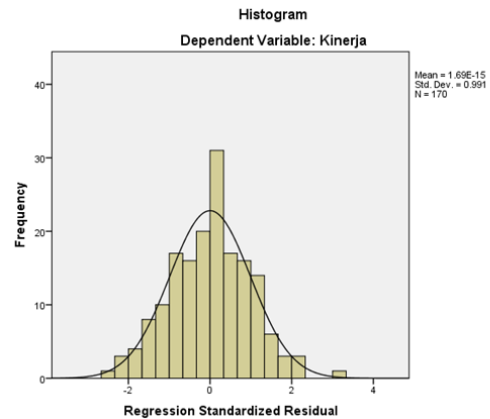


Figure 1. Normality Test

Source: SPSS Version 23.0 Processing Results (2021)

Based on Figure 1 above, the results of the data normality test show that the data is normally distributed, where the histogram image has a line forming a bell and has a balanced cone in the middle.

Multicollinearity Test

Table 1. Multicollinearity Test

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
	(Constant)	
1	Rotasi_Internal	.540 1.852
	Kepemimpinan	.574 1.743
	Pengembangan_Karir	.779 1.283

a. Dependent Variable: Kinerja

Source: SPSS Version 23.0 Processing Results (2021)

Based on table 2 above, it can be seen that the Variance Inflation Factor (VIF) number is smaller than 10, including internal rotation 1.852 <10, leadership 1.743 <10 and career

Coefficients ^a					
Model	Unstandarized Coefficients	Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta		
1 (Constant)	8.317	2.283		3.643	.000
Rotasi Internal	.256	.055	.295	4.664	.000
Kepemimpinan	.265	.049	.334	5.436	.000
Pengembangan Karir	.413	.061	.357	6.769	.000

development 1.283 <10, as well as the Tolerancer value of internal rotation 0.540>0.1, leadership 0.574>0.1 and career development 0.779>0.1 so that it is free from multicollinearity.

Heteroscedasticity Test

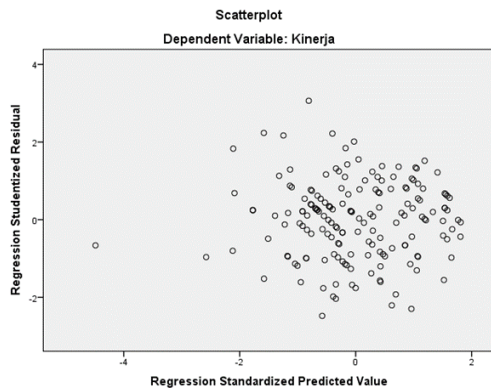


Figure 2. Heteroscedasticity Test

Based on figure 2 above, the scatterplot image shows that the resulting points spread randomly and do not form a certain pattern or line trend. The picture above also shows that the data distribution is around point zero. The results of this test indicate that this regression model is free from heteroscedasticity problems,

in other words: the variables to be tested in this study are homoscedasticity.

Multiple Linear Regression Analysis

Table 2. Multiple Linear Regression Analysis

Source: SPSS Processing Results Version 23.0 (2021)

Based on Table 2, the regression model in this study is as follows:

$$Y = 8.317 + 0.256 X1 + 0.265 X2 + 0.413 X3 + e$$

The interpretation of the multiple linear regression equation is:

- a. The constant value (a) for the regression equation is 8.317 with positive parameters. This means that Internal Rotation (X1), Leadership (X2) and Career Development (X3) are equal to 0, then Performance (Y) at the Immigration Office Class I Special TPI Batam is 8.317.
- b. The regression coefficient value of Internal Rotation is 0.256, which means that if the Internal Rotation variable increases by 1% assuming the Leadership (X2) and Career Development (X3) variables and the constant (a) is 0, the Performance will increase by 0.256. This shows that the Internal Rotation variable contributes positively to performance. So that if an effective Internal Rotation is implemented, the higher the Performance at the Immigration Office Class I Special TPI Batam.
- c. The regression coefficient value of Leadership is 0.265 meaning that if the Leadership variable increases by 1% assuming the Internal Rotation variable (X1), Career Development (X3) and the constant (a) is 0 then the Performance will increase by 0.265 this shows that the Leadership variable contributes positively to Performance. So that the better the Leadership pattern implemented, the higher the

Performance at the Immigration Office Class I Special TPI Batam.

- d. The regression coefficient value of Career Development is 0.413, meaning that if the Career Development variable increases by 1% assuming the Internal Rotation variable (X1), Leadership (X2) and the constant (a) is 0, the Performance will increase by 0.413. This shows that the Career Development variable contributes positively to Performance. So that the better the Career Development pattern implemented, the higher the Performance at the Immigration Office Class I Special TPI Batam.

Partial significance test (t-test)

The Partial Test (t) shows how far the independent variables individually explain the variation of this test using a significance level of 5%. Significant testing with decision-making criteria: Ha is accepted and H0 is rejected, if $t_{count} > t_{table}$ or $Sig. t < \alpha$ Ha is rejected and H0 is accepted, if $t_{count} < t_{table}$ or $Sig. t > \alpha$ t_{count} . Based on table 2 above, it can be seen that:

1. The effect of internal rotation on employee performance
The t_{count} value of the internal rotation variable is 4.664 while the t_{table} is 1.974 and significant at 0.000, so that the t_{count} is $4.664 > t_{table}$ 1.974 and significant $0.000 < 0.05$, then h_0 is accepted and h_a is rejected, which states that internal rotation has a partially significant effect on employee performance.
2. The effect of career development on employee performance
The t_{count} value of the career development variable is 5.436 while the t_{table} is 1.974 and significant at 0.000, so the t_{count} is $5.436 > t_{table}$ 1.974 and significant $0.000 < 0.05$, then h_a is accepted and h_0 is rejected, which states that career development has a partially significant effect on employee performance.

3. The effect of leadership on employee performance

The t_{count} value of the leadership variable is 6.769 while the t_{table} is 1.974 and significant at 0.000, so that the t_{count} is $6.769 > t_{table}$ 1.974 and significant $0.000 < 0.05$, then h_a is accepted and h_0 is rejected, which states that leadership has a partially significant effect on employee performance.

Simultaneous significance test (F test)

Table 3. F Test ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2160.216	3	720.072	98.699	.000 ^b
Residual	1211.078	166	7.296		
Total	3371.294	169			

a. Dependent Variable: Kinerja

Source: SPSS Version 23.0 Processing Results (2021)

Based on table 3 above, it can be seen that F_{count} is 98.699 while F_{table} is 2.27 which can be seen at $\alpha = 0.05$ (see attachment F table). The significant probability is much smaller than 0.05, namely $0.000 < 0.05$, so the regression model can be said that in this study internal rotation, leadership and career development simultaneously have a significant effect on performance. Then the previous hypothesis is Accept H_a or the hypothesis is accepted.

Discussions

The Effect of Job Rotation on Employee Performance

The results show that t_{count} 4.664 < t_{table} 1.974 and significant $0.000 < 0.05$, then H_a is accepted and H_0 is rejected, which states that internal rotation has a partially significant effect on employee performance.

The results of the most dominant respondents' answers regarding internal rotation are shown by statement 1 (one) where 99

employees (58.2%) stated that internal rotation is able to reduce monotonous work routines. This means that the implementation of internal rotation has received a positive response from employees in changing the atmosphere of the work environment in improving employee performance. Good and structured internal rotation will provide great benefits for agencies in improving performance.

Internal rotation makes every employee able to cope with every job that makes seniority reduced. Employees gain the knowledge and skills they need for the job so that the results achieved can be of higher quality. Sundin adds that another reason for job rotation is that monotonous tasks or jobs that are carried out continuously can lead to boredom and decreased work results from employees [3]. The existence of job rotation is expected to stimulate employees to achieve better performance because there is a process of adding employee knowledge and abilities, reducing employee job saturation, helping the process of placing employees appropriately, and providing greater challenges for employees to achieve better achievement or performance.

The results of this study are in accordance with previous research conducted by Rahman et al., with the results of the study showing that internal rotation has a positive impact on the company or agency [4]. The implementation of rotation in the organization will provide a renewal effect and minimize the saturation of the work environment with changes in current work personnel.

The Effect of Career Development on Employee Performance

The results show that $t_{count} 6,769 < t_{table} 1,974$ and significant $0.000 < 0.05$, then H_0 is accepted and H_a is rejected, which states that career development has a partially significant effect on employee performance. This study states that career development is one of the factors that affect performance.

The results of the most dominant respondents' answers regarding career development are shown by statement 5 (five) where as many as 115 employees (67.6%)

stated that career development can be carried out towards other people who have good negotiation skills. This means that one of the aspects of assessment in the feasibility of career development is the ability of employees to develop themselves in terms of negotiation on work issues. The better the employee's level, the better the level of ability in negotiation will be due to the quality of his work experience.

The results of this study are in accordance with previous research conducted by Katidjan et al., Massie, and Balbed & Sintaasih with the result that career development has a positive and significant effect on employee performance [5]-[6]-[7]. This clearly strengthens this research that career development opportunities provided to employees will increase motivation for employees to continue to improve their performance. The end result will improve employee performance personally and in the agency.

Effect of Leadership on Employee Performance

The results show that $t_{count} 5.436 < t_{table} 1.974$ and significant $0.001 < 0.05$, then H_0 is accepted and H_a is rejected, which states that leadership has a partially significant effect on employee performance. This study states that leadership is one of the factors that affect performance, the better the leadership in the company will support personal employee performance.

The results of the most dominant respondents' answers regarding leadership are shown by statement 2 (two), namely 98 employees (57.6%) stating that the achievement of the vision expressed by the leadership has been planned. This means that the leader in making his decisions still follows the rules and standards that have been set according to the target.

The leader is the rudder holder in the organization, the leader's ability to approach his organization with a certain leadership style will lead to achieving the vision, mission and goals of the organization. Leaders can be likened to rudder holders who determine the direction and purpose of the organization as well as its

existence in the future. The problem of leadership is as old as human history. The problem now is how a leader can carry out his duties and functions properly. To choose a good and effective leader, there are certain criteria. The development of leadership models in society is also diverse. Each leadership model has different characteristics. Leadership is the driving factor of the organization through the handling of change and management so that the existence of the leader is not just a symbol whose presence or absence does not matter, but its existence has a positive impact on the development of the organization. An effective leader will always look for better ways. A person can be a successful leader if they believe in continuous growth, increased efficiency and continuous success of the organization they lead to achieve the expected goals. In terms of achieving a goal, a plan and action are needed or to be able to realize it. In general, the purpose of an organization can be seen from the vision and mission. Furthermore, how a leader can direct his subordinates to achieve the vision and mission. Vision and mission in an organization is a planning concept that is accompanied by actions in accordance with what is planned to achieve a goal.

The results of this study are in accordance with previous research conducted by Pratama, Allatif et al., and Saraswati with the results that leadership has a positive and significant effect on employee performance. This clearly strengthens this research with the support provided by the leadership with a leadership style that is in accordance with the needs of the organization will improve the performance of employees and agencies.

4. CONCLUSION

The study's conclusions, based on the results presented in each chapter, are as follows: First, the t-count value for the internal rotation variable is 4.664, exceeding the t-table value of 1.974 and showing statistical significance at 0.000, leading to the acceptance of H₀ and the rejection of H_a, indicating that internal rotation has a partially significant impact on employee

performance. Second, the t-count value for the career development variable is 5.436, surpassing the t-table value of 1.974 with a significance level of 0.000, resulting in the acceptance of H_a and the rejection of H₀, suggesting that career development has a partially significant influence on employee performance. Third, the t-count value for the leadership variable is 6.769, significantly higher than the t-table value of 1.974 at 0.000 significance level, leading to the acceptance of H_a and the rejection of H₀, signifying that leadership partially significantly affects employee performance. Fourth, with an F-count of 98.699 and an F-table value of 2.27 at $\alpha = 0.05$, and a significant probability of 0.000, the regression model in this study demonstrates that internal rotation, career development, and leadership together have a significant influence on employee performance

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