

Research Horizon

Vol. 1, no. 6, (2021), 271-278

Website: <https://journal.lifescifi.com/index.php/RH/index>

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

Adenanthera L. Dewa^{1,*}

¹ Faculty of Economics and Business, Universitas Maritim AMNI, Semarang, Central Java 50246, Indonesia

* Corresponding author:

Email:
aldewa.unimaramni@gmail.com

Received : 12 September 2021

Revised : 27 October 2021

Accepted : 15 December 2021

Abstract

The Kijang Port in Riau, marked by heavy congestion and high traffic density in sea transportation, operates in an era of fierce competition, not only from domestic but also international competitors due to the influence of free trade. In this context, businesses strive to enhance their resource utilization efficiency to secure a competitive edge. Notably, employee performance stands at the core of organizational success, significantly affected by various factors, including work motivation, job rotation, and career development. This study explores these elements and their impact on employee performance at the Kijang Port. The findings of the research showcase work motivation as the most influential factor in driving employee performance, supported by its positive and significant relationship. Job rotation and career development also exhibit positive and significant effects on employee performance, although they rank below work motivation in terms of influence. The study recommends that organizations and management at the Kijang Port prioritize strategies for enhancing work motivation among employees and consider approaches to promote job rotation and facilitate career development. Addressing these factors has the potential to lead to improved overall performance and productivity, underscoring the importance of fostering work motivation, job rotation, and career development as strategies for optimizing employee performance at the Kijang Port, Riau Islands.

Keywords

Kijang Port, employee performance, work motivation, job rotation, career development.

1. Introduction

The Kijang Port in Riau is a heavily congested port, with sea transportation modes experiencing high traffic density. This heightened competition in the business sector, triggered by the advent of free trade, is not confined to domestic competitors but also extends to international players. Consequently, businesses are compelled to enhance their efficiency and effectiveness in resource utilization to secure a competitive edge (Loon & Chik, 2019). Sea transportation plays a pivotal role in facilitating the distribution of goods through both land and sea routes. This process also involves governmental agencies responsible for traffic regulation. Thus, collaborative efforts among ports are crucial in delivering services to transportation users. However, as activities at the Kijang Port continue to develop, issues have arisen. These issues extend beyond operational challenges to human resource concerns.

Managing human resources within an organization is essential to striking a balance between employee needs and the organization's demands and capabilities. The success of a company relies heavily on employee performance, which is, in turn, influenced by effective and professional human resource management (Davidescu et al., 2020). Rivai and Sagala (2009) assert that performance is the outcome of a company's operational activities in resource utilization. Employee performance, in particular, can be influenced by various factors, one of which is job rotation. Job rotation can enhance work productivity since it directly impacts employee performance. It entails periodically shifting employees between tasks. When an activity no longer presents a challenge, employees are reassigned to another role, typically at the same level with similar skill requirements (Niati et al., 2021).

Aside from job rotation, work motivation factors will also be examined. According to Mangkunegara (2004), work motivation arises from an employee's attitude toward workplace conditions. It is a driving force that mobilizes employees towards achieving company objectives, and a motivated workforce is expected to enhance employee performance. Additionally, career factors will be studied. Employee conduct at work, both directly and indirectly, influences the quality of services provided. The quality of service is a key determinant of consumer assessments regarding service products. Career progression significantly affects employee performance, as it is contingent on an employee's work performance (Diamantidis & Chatzoglou, 2018).

Employees are the primary assets of an organization, as they play a pivotal role in determining the organization's success in achieving its ultimate goals (Osborne & Hammoud, 2017). Hence, organizations continually seek employees with the requisite competence and expertise to meet their needs, ensuring that their tasks are executed accurately and efficiently. Employee performance, as observed in the Kijang Port, is assessed based on the quality and quantity of work completed in line with the employee's assigned responsibilities. This research assesses the impact of work motivation, job rotation, and career on employee performance within the context of Kijang Port in Riau Islands, aiming to understand their influence on employee performance.

2. Literature Review and Hypothesis Development

Employee performance is defined as the quality and quantity of work results achieved by an employee in the execution of their duties in line with their assigned responsibilities. Rivai and Sagala (2009) propose that performance is a function of motivation and ability. To successfully

complete a task or job, an individual must possess a certain level of willingness and the necessary skills. Effective performance is dependent on a clear understanding of what needs to be done and how to do it. In essence, performance is the tangible output that an employee produces in accordance with their role within the company (Riyanto et al., 2017).

The performance of employees plays a pivotal role in a company's pursuit of its objectives. Therefore, it can be concluded that employee performance, which encompasses the quality and quantity of work and how it's executed, significantly influences an organization's productivity and overall performance. Performance evaluation is a system employed to assess whether an employee has fulfilled their work responsibilities, considering both the work outcomes (what an individual should achieve) and competence (how an individual accomplishes it). Mangkunegara (2006) asserts that human resource performance, also known as job performance or actual performance, pertains to the quality and quantity of work accomplished by an employee in accordance with their assigned responsibilities.

Performance, often abbreviated as work energy kinetics, refers to the results produced by an individual in their job or profession within a specific timeframe (Bratton et al., 2021). The level of performance achieved by workers is closely tied to the reward system implemented by their organization. Inappropriate rewards can negatively impact an individual's performance improvement. Achieving a particular goal is a measure of effectiveness, whereas the significance of the results achieved is a determinant of efficiency. If the desired results are insignificant, the activity is considered efficient (Joung et al., 2018).

Rivai and Sagala (2009) propose that motivation is a set of attitudes and values that influence individuals to achieve specific goals. These invisible elements provide the impetus for individuals to work towards their objectives. Motivation is a key driver of behavior, and it operates based on two fundamental factors: ability and motivation. Therefore, motivation is a set of attitudes and values that affect individuals, motivating them to work enthusiastically towards their goals. One well-known motivation theory is Abraham Maslow's Hierarchy of Needs Theory.

David McClelland identified three crucial human needs related to motivation within an organization or company: the need for achievement, the need for power, and the need for affiliation (Mathis et al., 2017). Motivation is influenced by both individual and organizational factors. Factors influencing motivation include wages, working conditions, work environment, and the organization's treatment of its employees. Motivation is the inner drive that prompts individuals to take action, usually with the goal of achieving specific objectives. Therefore, understanding motivation is crucial as it affects and is affected by performance, reactions to compensation, and various other Human Resources (HR) issues.

Job rotation involves employees periodically transitioning between different tasks or positions. This practice indirectly benefits organizations by equipping employees with a diverse skill set, enabling more effective work planning, adaptability to changes, and filling job vacancies. Rahman and Solikhah (2016) note that job rotation also supports human resource development, reducing employee turnover and preventing boredom. The effects of job rotation include reduced work saturation, enhanced knowledge and skills, improved competencies, better management preparedness, suitable job placement, and the development of social relationships (Kaymaz, 2010).

Career development can be viewed from two perspectives: internal and external. Externally, it is seen as a formal approach adopted by organizations to ensure individuals with the right qualifications and experience are available as needed. A career is the process of enhancing an individual's work-related skills to achieve their desired career objectives. In essence, career development is an ongoing journey involving personal efforts to realize career goals aligned with organizational conditions (Ika & Donnelly, 2017).

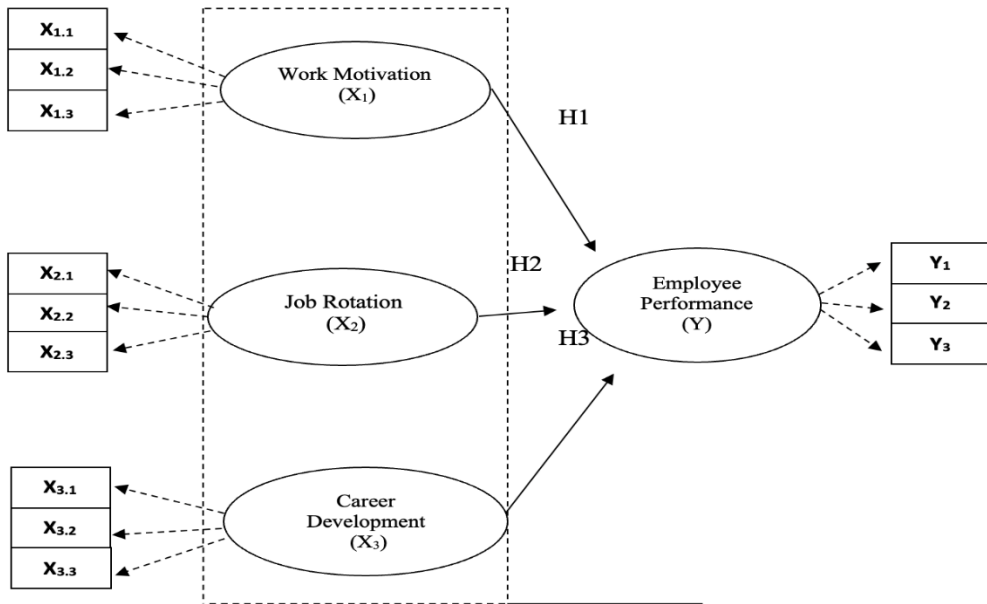


Figure 1. Research Framework

- H1. Work motivation has a positive and significant effect on employee performance
- H2. Job rotation has a positive and significant effect on employee performance
- H3. Career Development has a positive and significant effect on employee performance.

3. Research methods

This study utilizes survey research as its research methodology, aiming to investigate the relationship between two key variables: the independent variable and the dependent variable. In order to gather a representative sample, a Simple Random Sampling method was employed. This means that every employee at the Kijang Port in Riau had an equal chance of being selected, resulting in a sample size of 75 employees. The study primarily deals with quantitative data, which was collected and analyzed using the Statistical Package for the Social Sciences (SPSS) software. This approach allowed for a systematic and structured analysis of the data, enabling the

researchers to draw meaningful conclusions and insights about the relationship between the variables under investigation.

4. Results and Discussion

Table 1. Validity Test Results

Item	r count	r table	Confirmation
1.	0.837	0.2957	Valid
2.	0.712	0.2957	Valid
3.	0.767	0.2957	Valid
4	0.758	0.2957	Valid
5	0.831	0.2957	Valid
6	0.815	0.2957	Valid
7	0.621	0.2957	Valid
8	0.819	0.2957	Valid
9	0.754	0.2957	Valid
10	0.879	0.2957	Valid
11	0.827	0.2957	Valid
12	0.788	0.2957	Valid

The results of the validity test, as presented in Table 1, indicate that all questionnaire items have been found to be valid. To assess validity, the calculated correlation coefficient (r count) for each item was compared to the critical value (r table), which is set at 0.2957. For each of the 12 items, the r counts significantly exceeded the critical value, providing strong confirmation of the questionnaire's validity. These findings imply that the questions within the questionnaire effectively measure the intended variables and can be relied upon for subsequent analysis and research, instilling confidence in the questionnaire's capability to reveal meaningful insights in the study.

Table 2. Reliability Test Results

Research variable	Alpha Coefficient	Alpha Value (α)	Confirmation
Work motivation (X1)	0.657	> 0.6	Reliable
Job rotation (X2)	0.721	> 0.6	Reliable
Career Development (X3)	0.658	> 0.6	Reliable
Employee Performance (Y)	0.773	> 0.6	Reliable

The results from the reliability test, as presented in Table 2, confirm the reliability of all research variables. The Alpha Coefficient (α) was used to assess internal consistency, with a threshold of 0.6 or higher indicating reliability. Work motivation (X1) achieved an Alpha

Coefficient of 0.657, job rotation (X2) yielded a coefficient of 0.721, career development (X3) exhibited 0.658, and employee performance (Y) displayed the highest reliability at 0.773. These results demonstrate that all four research variables are reliable, ensuring that the data collected for each variable is consistent and dependable. This enhances the study's credibility and strengthens the validity of its findings, instilling confidence in the measures used to assess the variables under investigation.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \mu$$

$$Y = -0,589 + 0,393. X_1 + 0,340. X_2 + 0,283. X_3 + \mu$$

The calculations indicate that a one-unit change in the work motivation (X1) results in a 0.393-unit increase in employee performance (Y), signifying a positive relationship. Similarly, a one-unit change in the job rotation (X2) leads to a 0.340-unit increase in employee performance, also showing a positive relationship. Moreover, when career development (X3) changes by one unit, employee performance (Y) increases by 0.283 units, highlighting a positive relationship.

Table 3. Linear Regression Equation Test Results

		Coefficients			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-.173	.978		-.177	.860
	Work Motivation	.329	.078	.346	4.187	.000
	Job Rotation	.408	.087	.368	4.677	.000
	Career Development	.241	.070	.236	3.427	.001

a. Dependent Variable: Employee Performance

The analysis of the first hypothesis suggests that Work Motivation (X1) has a positive and significant impact on Employee Performance (Y). According to the results, a one-unit change in Work Motivation results in a 0.329-unit increase in Employee Performance. The standardized coefficient (Beta) for Work Motivation is 0.346, indicating its relatively strong influence on Employee Performance. The statistical significance of this relationship is confirmed by the low p-value (0.000). In summary, the first hypothesis is supported by the data, demonstrating a positive relationship between Work Motivation and Employee Performance.

The second hypothesis pertains to the influence of Job Rotation (X2) on Employee Performance (Y). The analysis reveals that a one-unit change in Job Rotation corresponds to a 0.408-unit increase in Employee Performance. Job Rotation exhibits a standardized coefficient (Beta) of 0.368, indicating its notable influence on Employee Performance. Furthermore, the statistical significance is confirmed by a low p-value (0.000). Thus, the second hypothesis is substantiated, indicating a positive relationship between Job Rotation and Employee Performance.

The third hypothesis examines the effect of Career Development (X3) on Employee Performance (Y). The results indicate that a one-unit change in Career Development leads to a

0.241-unit increase in Employee Performance. The standardized coefficient (Beta) for Career Development is 0.236, signifying its influence on Employee Performance. The relationship is statistically significant with a low p-value (0.001). Therefore, the third hypothesis is supported, highlighting a positive relationship between Career Development and Employee Performance.

5. Conclusion

Based on the results of the multiple linear regression analysis and the distribution of responses regarding the independent variables (work motivation, job rotation, and career) that influence the dependent variable (employee performance), several conclusions can be drawn. Work motivation emerges as the primary and most influential factor, with a partially positive and significant effect on employee performance at the Kijang Port, Riau Islands. Job rotation follows as the second factor, also contributing partially and positively to employee performance. Career development ranks third among the research factors, demonstrating a partial and significant impact on employee performance at the Kijang Port.

Considering these findings, it is recommended that organizations and management at the Kijang Port prioritize the enhancement of work motivation among employees. Additionally, strategies for promoting job rotation and facilitating career development should be considered to further improve employee performance. Addressing these factors can potentially lead to enhanced overall performance and productivity within the organization. These findings underscore the importance of fostering work motivation, job rotation, and career development as strategies for optimizing employee performance at the Kijang Port, Riau Islands.

References

- Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. London: Bloomsbury Publishing.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, *12*(15), 6086.
- Diamantidis, A. D., & Chatzoglou, P. (2018). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, *68*(1), 171-193.
- Hanaysha, J., & Tahir, P. R. (2016). Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia-Social and Behavioral Sciences*, *219*, 272-282.
- Ika, L. A., & Donnelly, J. (2017). Success conditions for international development capacity building projects. *International Journal of Project Management*, *35*(1), 44-63.
- Joung, J., Jung, K., Ko, S., & Kim, K. (2018). Customer complaints analysis using text mining and outcome-driven innovation method for market-oriented product development. *Sustainability*, *11*(1), 40.
- Kaymaz, K. (2010). *The Effects of Job Rotation Practices on Motivation: A Research on Manager in the Automotive Organizations*. *Business and Economic Research Journal*, *1*. (3).

- Loon, M., & Chik, R. (2019). Efficiency-centered, innovation-enabling business models of high-tech SMEs: Evidence from Hong Kong. *Asia Pacific Journal of Management*, 36(1), 87-111.
- Mangkunegara, A. A., A., P. (2006). *Manajemen Sumber Daya Manusia*. Jakarta: Rineka Cipta.
- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). *Human resource management*. Boston: Cengage learning.
- Navy, S. L. (2020). Theory of human motivation—Abraham Maslow. *Science Education in Theory and Practice: An Introductory Guide to Learning Theory*, 17-28.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The effect of training on work performance and career development: the role of motivation as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385-2393.
- Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 4.
- Petrou, P., Demerouti, E., & Schaufeli, W. B. (2018). Crafting the change: The role of employee job crafting behaviors for successful organizational change. *Journal of management*, 44(5), 1766-1792.
- Rahman, T., & Solikhah, S. (2016). Analisis Pengaruh Rotasi Kerja, Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan di Lembaga Keuangan Mikro Syariah. *Muqtasid: Jurnal Ekonomi dan Perbankan Syariah*, 7(2), 23-49.
- Rivai, V. (2009). *Manajemen sumber daya manusia untuk perusahaan: Dari teori ke praktik*. Jakarta: Rajawali Pers.
- Riyanto, S., Sutrisno, A., & Ali, H. (2017). The impact of working motivation and working environment on employee's performance in Indonesia stock exchange. *International Review of Management and Marketing*, 7(3), 342-348.