

EFFECT OF JOB ROTATION, PERCEIVED ORGANIZATIONAL SUPPORT, AND INDIVIDUAL CHARACTERISTICS ON EMPLOYEE PERFORMANCE OF PT LKM BKD PEKALONGAN DISTRICT

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ABSTRACT

Employee performance has an important role in the success of a company, so there needs to be encouragement from the company itself and from colleagues. This research aims to test and analyze the effect of job rotation, perceived organizational support, and individual characteristics on the performance of PT LKM BKD Pekalongan Regency employees. This type of research is correlational research. The object of this research is the employees of PT LKM BKD Pekalongan Regency. The population in this study 189 employees, and the sample 70 respondents. The sampling method used in this research is the purposive sampling method. The types of data used are primary and secondary data. The analytical tools used in this research are instrument tests, classical assumption tests, model suitability tests, multiple linear regression analysis, and t tests using the SPSS 20 program. Instrument testing shows that the instrument questions for each variable are valid and reliable. classical assumption testing shows that the data results are normally distributed, there is no multicollinearity in the regression model, and there are no symptoms of heteroscedasticity. The results of this research are that job rotation and Perceived Organizational Support have a significant positive effect on performance, while individual characteristics have an insignificant positive effect on performance.

ARTICLE INFO

Keywords:
Individual Characteristics, Job Rotation Performance, Perception of Organizational Support

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1. Introduction

The development of the era of globalization, high consumption rates and people's lifestyles today have made competition between financial services in Indonesia increasingly tight. In facing a competitive business situation, every company, especially financial services, requires the role of human resources as the main driver and key to the success of every company. Human Resources, which are none other than employees, will devote their energy and thoughts to a company that is known for its performance. Good performance from employees will make the company experience rapid progress, the company will not lose competitiveness survey and even company revenue will increase. Performance is related to job rotation to reduce fatigue, boredom and boredom from the work being done currently. Financial services rotate work from one branch or unit to another branch or unit.

Driving factors for increasing company performance, especially in other financial services, namely Perceived Organizational Support. According to Sholekah (2019) in (Ratnasari et al., 2022) Perceived Organizational Support is the perception held by employees regarding the extent to which the organization values contributions, provides support, and cares for employees. Apart from that, individual character is closely related to performance because this character can build solid and quality team performance.

Financial services in Indonesia consist of banking, pawnshops, insurance, pension funds, fintech, guarantee institutions and microfinance institutions (BPS, 2022). Financial services that are quite popular with the public apart from banks are Microfinance Institutions (LKM) because the number of Microfinance Institutions increases every year. According to (OJK, 2022) As of July 2022 there are 234 Microfinance Institutions (LKM) that have permission from the OJK. One of the Microfinance Institutions that has permission from the OJK is PT LKM BKD Pekalongan Regency.

PT LKM BKD Pekalongan Regency is a microfinance institution in the village credit sector which has been operational since 2019 until now. PT LKM BKD Pekalongan Regency has phenomena related to performance, job rotation, perceived Organizational Support, and individual characteristics. The phenomenon that occurs is related to performance, namely that the performance of PT LKM BKD Pekalongan Regency employees is not yet optimal. An obstacle at the level of work rotation that greatly influences employee performance is that work rotation has been implemented at PT LKM BKD Pekalongan Regency, but has not been implemented for all employees so that employees who have not carried out work rotation will predominantly experience boredom while working. The phenomenon that occurs is related to perceived organizational support which affects employee performance namely, employees consider that the organizational support provided by PT LKM BKD Pekalongan Regency is not optimal in meeting the needs of each employee. The phenomenon related to employee characteristics that influences employee performance is that there are several differences in employee character at PT LKM BKD Pekalongan Regency which will result in differences in the timeliness of completing tasks and achieving targets both in turnover and the number of customers in each unit.

Apart from the existence of business phenomena, it turns out that there are still differences in research results regarding the influence of job rotation, perceived organizational support, and individual characteristics of performance which can be seen in the table research gap below this.

Table 1.1 Research Gap

Research	Researcher	Findings
Gap : There are different opinions about the effect of job rotation on employee performance	Adilla and Budiono (2022); Ultimate (2023); Monday (2021)	Job rotation has a positive and significant effect on employee performance
	Samudi, Widjajanti, and T (2023); Al Akbar and Sukarno (2023)	Job rotation has an insignificant negative effect on employee performance
Gap : There are differences of opinion regarding influence <i>Perceived Organizational Support</i> on employee performance	Dewi and Wibawa (2023); Karneli (2023); Negara and Febrianti (2019)	<i>Perceived Organizational Support</i> positive and significant effect on employee performance
	Wahyuni (2019); Diana and Frianto (2021)	<i>Perceived Organizational Support</i> insignificant negative effect on employee performance
Gap : There are differences of opinion on the influence of individual characteristics on employee performance	Arifin, Adolfina, and Pandowo (2020); Azhar, Harahap, and Lestari (2023); Sukmawati, Ratnasari, and Zulkifli (2020)	Individual characteristics have a positive and significant effect on employee performance
	Lohongsili, Lengkong, and Sendow (2022); Lumanauw (2022); Tambingon, Tewal, and Trang (2019)	Individual characteristics have an insignificant negative effect on employee performance

Sources: (Adilla and Budiono (2022); Dewi and Wibawa (2023); Arifin, Adolfina, and Pandowo (2020))

2. Literature Review

In the management context, the definition of performance is a person's work performance or work results based on the quantity and quality achieved in carrying out their functions in accordance with the responsibilities received (Prawiro, 2020). Lohongsili, Lengkong, and Sendow (2022) state that employee performance indicators are work quality, quantity, timeliness and independence.

According to Adilla and Budiono (2022) work rotation aims to develop the status and position of employees in the company. According to Saydam (2006) in Pamungkas (2023), there are several indicators that can be used to measure work rotation, namely as follows employee burnout, employee ability and work environment.

Riadi (2021) explains that *Perceived Organizational Support* is organizational support assessed by employees regarding the extent to which the company values contributions, pays attention to welfare, and treats employees fairly, which is formed based on employee experiences with organizational policies and procedures. Fitria et al. (2018) in (Diana & Frianto, 2021) states that there are three indicators to measure *Perceived Organizational Support* that is fairness or procedural justice which can involve company procedures for assessing employee contributions, supervisor support or superior support, rewards and working conditions.

Individual characteristics are characteristics that show a person's differences in motivation, initiative, ability to remain persistent in completing a task to completion or solving problems or adapting to the environment that influences individual performance (Azhar et al., 2023). (Lohongsili et al., 2022) states that individual characteristic variables consist of several indicators such as interests, identity, personality and background.

In order to create a successful Microfinance Institution (LKM), it is necessary to increase the performance of employees at the LKM. One thing that can affect performance is job rotation. Every employee who gets the opportunity to rotate work will have new knowledge, new experience, broad insight and increased skills. Job rotation is also carried out to reduce boredom or boredom with the work one is currently doing. According to research conducted (Pamungkas, 2023), work rotation has a positive and significant effect on employee performance. The results of previous research show that job rotation plays a strong role in influencing employee performance, so the suspicion (H1) emerges, namely that job rotation has a positive and significant effect on performance.

As is Perceived organizational support can increase a sense of optimism and a sense of appreciation, for employees this is an employee's needs and emotions, so employees feel they have to return services to the organization by improving performance. According to research conducted (Karneli, 2023) it is revealed that perceived organizational support positive and significant effect on employee performance. The results of previous research show perceived organizational support plays a strong role in influencing employee performance, so that the suspicion (H2) emerges, namely Perceived Organizational Support positive and significant effect on performance.

Understanding character is really needed in a team, by knowing the character of each individual in a team, the team will be more solid, giving or receiving opinions from each other, creating comfort so that the performance produced by the team will be in line with the company's targets. According to research conducted (Arifin et al., 2020), it is revealed that individual characteristics have a positive and significant effect on employee performance. From the results of research that has been conducted, it shows that individual characteristics play a strong role in influencing employee performance, so that the suspicion (H3) emerges, namely that individual characteristics have a positive and significant effect on performance.

3. Method, Data, and Analysis

The type of research used in this research is correlational research. Correlational research is used to test the relationship or influence of the relationship between variables (Nurhayati, 2019). This research examines the influence of independent variables, namely job rotation, Perceived Organizational Support, and individual characteristics of the dependent variable, namely employee performance. The method used in this research is a quantitative method. The data used in this research are primary and secondary data, with data collection through interviews and distributing questionnaires. The population in the study was 189 people. The sample in this study was 70 people using techniques purposive sampling.

4. Result and Discussion

The respondents in this study were predominantly female, aged 31-40 years, high school graduates, worked at PT LKM BKD Pekalongan Regency for 4-5 years, and earned under 1 million.

A. Test Research Instruments

1. Validity test

Table 1. Validity Test Results Table

No	Variable	Question Items	r count	r table	Information
1	Job Rotation (X1)	X1.1	0,717	0,235	Valid
2		X1.2	0,512	0,235	Valid
3		X1.3	0,755	0,235	Valid
4		X1.4	0,683	0,235	Valid
5		X1.5	0,614	0,235	Valid
6		X1.6	0,602	0,235	Valid
7	Perceived Organizational Support (X2)	X2.1	0,567	0,235	Valid
8		X2.2	0,587	0,235	Valid
9		X2.3	0,695	0,235	Valid
10		X2.4	0,683	0,235	Valid
11		X2.5	0,562	0,235	Valid
12		X2.6	0,479	0,235	Valid
13	Individual Characteristics (X3)	X3.1	0,592	0,235	Valid
14		X3.2	0,480	0,235	Valid
15		X3.3	0,730	0,235	Valid
16		X3.4	0,531	0,235	Valid
17		X3.1	0,592	0,235	Valid
18		X3.2	0,480	0,235	Valid
19	Performance (Y)	Y.1	0,804	0,235	Valid
20		Y.2	0,788	0,235	Valid
21		Y.3	0,691	0,235	Valid
22		Y.4	0,793	0,235	Valid
23		Y.5	0,774	0,235	Valid
24		Y.6	0,624	0,235	Valid

Source: Data processed in 2023

Based on the validity test results table, it shows that all questionnaires for the four variables are valid because all r counts > r table. Thus, all questionnaires can be used as research instruments.

2. Reliability Test

Tabel 2. Reliability Test Results Table

No	Research variable	Cronbach's Alpha	Reliability Standards	Information
1	Work Rotation (X1)	0,726	0,60	Reliable
2	Perceived Organizational Support (X2)	0,630	0,60	Reliable
3	Individual Characteristics (X3)	0,601	0,60	Reliable
4	Performance (Y)	0,840	0,60	Reliable

Source: Data processed in 2023

Based on the reliability test results table, value Cronbach's Alpha obtained from the four variables shows > 0.60 . This means that the research instrument is said to be reliable and trustworthy, even if it is used many times the results will remain the same.

B. Classic assumption test

1. Normality test

Tabel 3. Normality Test Results Table

		Unstandardized Residual
N		70
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	5.22281837
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.087
Kolmogorov-Smirnov Z		.787
Asymp. Sig. (2-tailed)		.565

a. Test distribution is Normal.

b. Calculated from data.

The Asymp.sig.(2-tailed) value obtained was $0.565 > 0.05$ so that the research variables could be said to be normally distributed.

2. Multicollinearity Test

Tabel 4. Multicollinearity Test Results Table

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.994	3.651		4.107	.000		
	Rotasi Kerja	.245	.137	.233	1.794	.077	.837	1.194
	Perceived Organizational Support	.044	.159	.037	.274	.785	.765	1.307
	Karakteristik Individu	.023	.162	.020	.140	.889	.693	1.443

a. Dependent Variable: Kinerja

Based on the table of multicollinearity test results, it shows that the value Tolerance the three variables are > 0.01 and the VIF value of the three variables is < 10 . So it can be interpreted that there are no symptoms of multicollinearity.

3. Heteroscedasticity Test

Tabel 5. Heteroscedasticity Test Results Table

		Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	6.030	1.805		3.341	.001	
	Rotasi Kerja	-.118	.068	-.230	-1.751	.085	
	Perceived Organizational Support	.040	.079	.070	.513	.610	
	Karakteristik Individu	-.002	.080	-.004	-.029	.977	

a. Dependent Variable: Abs_Res

Based on the heteroscedasticity test results table, it shows that the sig. of the three independent variables is greater than 0.05. It can be said that the independent (free) variable does not contain heteroscedasticity.

C. Model Fit Test

Tabel 6. Model Fit Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	311.724	3	103.908	4.750	.005 ^b
	Residual	1443.762	66	21.875		
	Total	1755.486	69			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Karakteristik Individu, Perceived Organizational Support, Rotasi Kerja

Source: Data processed in 2023

The calculated F value is 4.750 > F table 2.74 and the sig value. 0.005 < 0.05 then it is stated that the regression model of this research is suitable to continue to the analysis stage.

D. Multiple Linear Regression Analysis

Tabel 7. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.981	3.299		3.025	.004
	Rotasi Kerja	.271	.125	.266	2.167	.034
	Perceived Organizational Support	.280	.130	.252	2.152	.035
	Karakteristik Individu	.026	.123	.026	.209	.835

a. Dependent Variable: Kinerja

The results of the multiple linear regression equation can be interpreted as follows

$$Y = 9,981 + 0,271X_1 + 0,280X_2 + 0,026X_3 + e$$

Based on the multiple linear regression equation above, it can be explained as follows:

1. The value (constant) shows a value of 9.981, meaning that if the independent variable value is zero, then the dependent variable has a value of 9.981.
2. The regression coefficient for the work rotation variable (X1) has a positive value of 0.271, meaning that if work rotation increases by 1 unit, performance will increase by 0.271 units assuming that work rotation is constant. The existence of this positive influence means that work rotation and performance show a unidirectional relationship and the increase in performance will be large or maximum if work rotation also experiences a large increase.
3. Variable regression coefficient Perceived Organizational Support (X2) has a positive value of 0.280, meaning if Perceived Organizational Support increases by 1 unit, then performance will increase by 0.280 units with the assumption Perceived Organizational Support in constant condition. The existence of this positive influence means between Perceived Organizational Support and performance show a unidirectional relationship and the increase in performance will be large or maximum if Perceived Organizational Support also experienced a big increase.
4. The regression coefficient for the individual characteristic variable (X3) has a positive value of 0.026. If individual characteristics increase by 1 unit, then performance will increase but only by 0.026 units with the assumption that individual characteristics are in a constant condition. The existence of this positive influence means that individual characteristics and

performance show a unidirectional relationship and performance will increase slightly even though individual characteristics experience a large increase.

E. Hypothesis testing

Based on the multiple linear regression analysis results table above, the t test results can be explained as follows:

1. The work rotation variable (X1) shows a sig value. of $0.034 < 0.05$ and t count of $2.167 > t$ table of 1.996. So in this case the work rotation variable (X1) has a positive and significant effect on performance (Y). Based on the results of this analysis, it can be concluded that H1 in this study is acceptable.
2. Variable Perceived Organizational Support (X2) shows the sig value. of $0.035 < 0.05$ and t count of $2.152 > t$ table of 1.996. So in this case Perceived Organizational Support (X2) has a positive and significant effect on performance (Y). Based on the results of this analysis, it can be concluded that H2 in this study is acceptable.
3. The individual characteristic variable (X3) shows a sig value. of $0.835 > 0.05$ and t count of $0.209 < t$ table of 1.996. So in this case the individual characteristic variable (X3) has a positive and insignificant effect on performance (Y). Based on the results of this analysis, it can be concluded that H3 in this study is rejected.

Discussion

This research was conducted to determine the effect of job rotation, Perceived Organizational Support, and individual characteristics on the performance of PT LKM BKD Pekalongan Regency employees. The results of the research have been analyzed and then a discussion regarding the results of the analysis is carried out as follows:

1. The Effect of Job Rotation on Performance

Based on the research results described previously, it shows that work rotation has a positive and significant influence on performance, meaning that hypothesis one (H1) can be accepted. This is proven by the t count result of 2.167 which is greater than the t table of 1.996 with a significance value of $0.034 < 0.05$. This is in line with the current condition of PT LKM BKD Pekalongan Regency. PT LKM BKD Pekalongan Regency has 90 BKD units and every 2 years it is true that employees work rotation from one unit to another, the aim is to reduce boredom, balance turnover and customer targets for each unit.

Thus, this research is supported by previous research conducted by (Adilla & Budiono, 2022) by title "The Effect of Job Rotation on Employee Performance is Mediated by Job Satisfaction in Government Employees" shows the results that the job rotation variable has a positive and significant effect on performance.

2. Influence Perceived Organizational Support On Performance

Based on the results of the research described previously, it shows that Perceived Organizational Support has a positive and significant influence on performance, meaning that hypothesis two (H2) can be accepted. This is proven by the t count result of 2.152 which is greater than the t table of 1.996 with a significance value of $0.035 < 0.05$. This is in line with the current condition of PT LKM BKD Pekalongan Regency. PT LKM BKD is a PT that is still new and is at a development stage so that organizational support in the form of training has not been carried out too much, only 4 trainings. However, in terms of salary, it is fair according to the

employee's contribution, superiors are fair and ready to help if employees experience difficulties at work.

Thus, this research is supported by previous research conducted (Karneli, 2023) with the title "Influence Perceived Organizational Support On Performance Through Employee Job Satisfaction of Pt. Artha Veda Pekanbaru" shows that result Perceived Organizational Support positive and significant effect on employee performance.

3. The Influence of Individual Characteristics on Performance

Based on the research results described previously, it shows that individual characteristics have an insignificant positive influence on performance, meaning that hypothesis three (H3) is rejected. This is proven by the t count of 0.209 which is smaller than the t table of 1.996 with a significance value of $0.835 > 0.05$. The individual characteristics of PT LKM BKD Pekalongan Regency employees influence performance, but only slightly. This is in line with the current condition of PT LKM BKD Pekalongan Regency where many employees of PT LKM BKD Pekalongan Regency are still nervous about new methods due to lack of training, the employees who work are predominantly high school graduates and aged 31 - 40 years so they are less interested in leaving the zone. comfortable, even though a financial institution must understand new methods in the digital era to compete.

Thus, this research is supported by previous research conducted by (Sihombing et al., 2018) entitled "Influence of Individual Characteristics, Job Characteristics, and Self Efficacy "Towards Employee Performance at PT PLN (Persero) South Manado Rayon" shows the results that individual characteristics have an insignificant positive effect on employee performance.

5. Conclusion and Suggestion

Conclusion

Based on the results of this research, it can be concluded as follows:

1. The work rotation variable has a positive and significant effect on the performance of PT LKM BKD Pekalongan Regency employees or in other words H1 is accepted.
2. Variable Perceived Organizational Support has a positive and significant effect on the performance of PT LKM BKD Pekalongan Regency employees or in other words H2 is accepted.
3. The individual characteristic variables have a positive and insignificant effect on the performance of PT LKM BKD Pekalongan Regency employees or in other words H3 is rejected.

Suggestion

Suggestions for companies and recommendations for further research can be described as follows:

1. PT LKM BKD Pekalongan Regency is expected to maintain the performance of its employees by providing job rotation opportunities for all employees and increasing organizational support for all employees.
2. It is hoped that future research will be able to expand the research variables that influence performance that have not been studied in this research: work ethic, psychological climate, organizational culture, self-efficacy, organizational commitment, and so on. Apart from that, further research is expected to choose other financial objects or the same object by focusing on one branch.

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