

**JOB ROTATION ON EMPLOYEE MOTIVATION IN PT. PERTAMINA (PERSERO) MANADO**

by:

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**ABSTRACT**

The practice of job rotation is already become an improving factor to the skills and abilities of the employees. Social, cultural and belief sometimes affect the transfer of understanding in practicing job rotation. In the end, this job rotation policy sometimes affect motivation of employee that resulted in their performance. Besides, this practice sometimes affect the motivation because this practice will make employee should adapt with a new work condition and environment. This element then could affect the motivation of employee in conduction job rotation. The objective of this study is to analyze job rotation effect on employee motivation in PT. Pertamina (Persero). There are several facts that become consideration or reason to conduct this research which are: (1) there are a lot of variation in employees based on their work duration and quantity of job rotation. (2) There are some employees that work not based on their academic background or their work experience. (3) Employees in Marketing Branch Office Manado come from some different places around Indonesia. The population observed is Pertamina's employee who already performed job rotation as many as 10 respondents. The results based on data collection method processed using the In-Depth Interview. There are four major effects of job rotation which are (1) employee be more discipline, responsible and perform the best. (2) Employee gain new experience. (3) Job rotation improve skills and abilities. (4) Job rotation improve employee's position in the company. But the company must conduct interview with the employee, create a forced location rotation, and monitoring employee's job description.

**Keywords:** *human resource management, job rotation, motivation*

**INTRODUCTION****Research Background**

Currently, the globalization force every company and business organization to be more complex. As a result, the quality of the employee should be in the top priority of consideration. Therefore every company always try to improve their human resource quality such as create a certain job design that fit the company's condition and working environment. Job analysis, training, performance measurement, re-organization projects, re-engineering studies and especially applications related to job design which support this approach have an important place among human resources applications (Kaymaz, 2010).

Lai (2011:2) stated that motivation refers to reasons that underlie behavior that is characterized by willingness and volition. Moreover, Ray said that intrinsic motivation is animated by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies. As a state-owned company, PT. Pertamina (Persero) decided to create a policy of job rotation in order to improve the knowledge about the company or the environment. As an employee of state-owned company, of course the employee

should have a national horizon and national level of perception of work. However, this kind of practice resulted based on perception of every employee, with their own perception.

Social, cultural and belief sometimes affect the transfer of understanding in practicing job rotation. In the end, this job rotation policy sometimes affect motivation of employee that resulted in their performance. Besides, this practice sometimes affect the motivation because this practice will make employee should adapt with a new work condition and environment. This element then could affect the motivation of employee in conduction job rotation.

### **Research Objectives**

The research objective of this research is to analyze the influences of job rotation to the employee motivation in PT. Pertamina (Persero).

## **THEORETICAL FRAMEWORK**

### **Job Rotation**

The topic of job rotation, mostly considered in human resource literature, has come to be accepted as an effective method of developing skills and providing motivation. Job rotation (cross-training) moves employees from one job to another to broaden their experience (Mondy, 2012:129).

Mohsan (2012), described the job rotation as movement of employees among different tasks and positions which will probably be of similar nature. Different organizations including banks do rotate their employees from one job to another across various departments for multiple reasons depending on specific needs of an organization.

Job rotation is said to be an excellent tool for enhancing employee motivation, commitment and job involvement which are very important for smooth and effective functioning of an organization (Mohsan, 2012). Sanali (2013), mentioned that employees' who participate in job rotation accumulate more human capital than other employees because they are exposed to a wider range of experiences. Job rotation is an effective way to improve and widen the horizon of the employee about the company or the organization and also can become tools to increase the productivity and a good environmental condition that will support the work activities inside the company.

### **Motivation**

Motivation defined as a process governing choices by persons among alternative forms of voluntary activity. Moreover, motivation is the internal factors that include action and external factors that can act as stimuli to action (Sanali, 2013). Employees have higher levels of motivation when they perceive that management cares about their welfare, when they are involved in the management process, and when the management labor environment is positive (Kalburgi, 2010). To be motivated, every employee must be pleased and attracted in their jobs.

One of the pioneer theories of motivation is Herzberg (1959) two-factor theory. In this theory, there are two factors governing motivation, which are satisfaction and dissatisfaction which are not two opposite extremes of the same continuum but two separate entities caused by quite different facets of work.

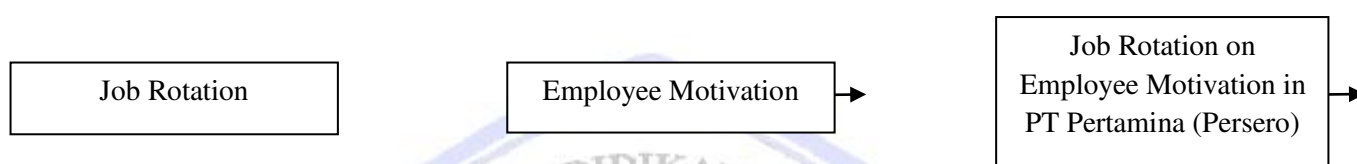
The other theory of motivation is Three-Needs Theory from David McClelland (1961), which says there are three acquired (not innate) needs that are major motives in work. Those are: (1) need for achievement, (2) need for power, and (3) need for affiliation.

A well-controlled motivation will lead the company to a more productive environment. A productive environment is created by a positive attitude and condition from every part of the company. The performance quality of employees is depend on the motivation.

## Previous Researches

Kaymaz (2010) stated that job rotation is a job design approach widely used by many companies at various hierarchical levels. Moreover, by adopting the human structure of the company with technical processes, job rotation is the consequence of effort and determination. Kaymaz concluded that decreased monotony, increased knowledge/skill/competency, and preparation for management, determine the correct job/position and development of social relations as a result of job rotation applications have a positive influence on motivation.

Mohsan (2012) stated when employees are rotated to different jobs across various departments, they become less motivated whereas more committed and involved in their respective jobs.



**Figure 1. Conceptual Framework**

*Source: Theoretical Review*

## Type of Research

This research uses qualitative research methods that will describe and investigate the phenomenon that happened related with the title and purposes of the research that is the Influence of Job Rotation to the Employee Motivation in PT. Pertamina (Persero).

## Place and Time of Research

This research object is PT. Pertamina (Persero) as an Indonesian state-owned oil and natural gas company located at JL. Sam Ratulangi no. 8, Manado. The research is conducted on July 7, 8 and 9, 2014.

## Data Collection Method

This research will use In-Depth Interview as the data collection method to get the data from the participants. In-depth interviews are interviews in which participants are encouraged and prompted to talk in depth about the topic under investigation without the researcher's use of predetermined, focused, short-answer questions (Given, 2008:422). The informants in this study are employees who already experienced the job rotation policy which are 10 informants.

In-depth interviews are often referred to as semi structured interviews because the researcher retains some control over the direction and content to be discussed, yet participants are free to elaborate or take the interview in new but related directions. The other data is from some of resources such as journals, books, relevant literature from library, internet, etc.

## Operational Definition

Operational definition is a certain explanation about some issues that measured by certain terms, in this research by PT. Pertamina (Persero) itself.

1. Job rotation can be described as a practice of moving or transferring an employees into different or certain tasks of position to increase and improve their experience and widen their horizon about the company itself.
2. Motivation is a desire and energy in every employee that stimulate and direct the employee in how to behave or how to make an effort.

## Data Analysis Method

1. Credibility. Degree to which the result of qualitative research are credible or believable from the perspective of the participant in the research.
2. Transferability. Degree to which the result of qualitative research can be generalized or transferred to other contexts or settings.
3. Dependability. Degree to emphasize the need for the researcher to account for the ever-changing context within which research occurs.
4. Confirmability. Degree to which the results could be confirmed or corroborated by others.

## Descriptive Method

This research used a description analysis tool to analyze the Influence of Job Rotation to the Employee Motivation in PT. Pertamina (Persero). In descriptive analysis, the data will organize through interview with the help of tools like recorders or by typing the whole interviews. After that, the data will be transcript from the recorded data to written data. The next step is data reduction, where the researcher will do the selection of data and make the classification which data is not significant and which data that are significant to support this research. The selected data can be processes to the next step in the presentation of the data and then taken the withdrawal of conclusion.

## RESULT AND DISCUSSION

### Result

Informant 1 have been working in Pertamina for 11 years. Informant 1 stated that in general, job rotation is in a form of promotion or demotion. Layering up or layering down or neutral. The type of work maybe different but in the same business function. Job rotation could also in form of cross-posting in which an employee rotated to work in different position. There is a general rotation in which employee move to another location. Whatever its type, job rotation is absolutely needed by company because certain job or position in a long period of time is absolutely not. Informant 1 stated that job rotation affected his work location and his position. Job rotation also can make him see employee compatibility with their job and environment. He prefer to see a rotation as a determining aspect. He will be more motivated when he know that he already success with his work and will be rotated to another location or position.

Informant 2 has been working in Pertamina for 30 years. In his opinion, job rotation is created based on what company want. The main consideration is just the grade of work and the job type in which an employee will be rotated. Job rotation is position promotion or career raising. Job rotation could be in form of new position in new place or moving to another place with the same level of position. Informant 2 prefer a place that doesn't affected by other place. He will try to work in a place where he could interact with other people outside the company. But he thought that it's depend on the company to move him to another place or not, as long as there is no disadvantages for him. Informant 2 stated that in overall, employee must overcome and adapt with every working condition.

Informant 3 has been working in Pertamina for 23 years. She has already been rotated 3 times. Informant 3 said that Pertamina creates job rotation policy because Pertamina always try to improve to a better quality. Another reason is that the job rotation is the demand based on national condition. Job rotation is the movement of position or class or location. Job rotation can be in form of promotion or demotion. Motivation is depend in how employee adapt. Employee already know that the work culture in every branch office is always the same, the difference is only the culture of the people and their habit. So, the best way is to adapt faster. Informant 3 maintain her motivation by finishing her job. For employee like her, finishing job give her motivation, so she could build and maintain motivation by doing her job. If she work but she didn't reach her best performance, maybe younger employee could replace her, so she should maintain her motivation to give her best performance and then become an example to the younger employees. Informant 3 doesn't have any position or job that she want the most. There's only what will she give to her job and company. Anywhere is okay, the thing is she must enjoy her job.

Informant 4 has been working in Pertamina for 4 years. He has been rotated once until now. Informant 4 said that job rotation is employee movement to another new place. Job rotation could be in form of promotion or demotion. Pertamina creates this policy in order to make character building. Job rotation also can decrease boredom that caused when employee work too long in one location. In maintaining his motivation, he said that work in one place for a long time could decrease employee motivation because an employee received an authority in certain place for a long period of time. That's also part of the reason why Pertamina create job rotation policy. Job rotation can increase motivation because employee work in a new place and they will face a new challenges.

Informant 5 has been working in Pertamina for 2 years. He has been rotated once until now. He said that Pertamina creates this job rotation policy for coaching. Every region has its own challenges, so this job rotation created to make employee understand about the whole concept of working environment of Pertamina. Job rotation is an employee movement from one location to another location or from one position to another position assigned by company because the employee must be promoted or needed in another location. In his opinion, job rotation could rebuild employee motivation. When employees work in certain place, of course there is a challenges. But time goes by, there will be a boredom. Boredom could lead employee to deviation because an employee already know the gap inside the company and the location. Job rotation also created to prevent such things. He stated that job rotation has no direct effect to him. It is nothing special, because it's already become their behavior in Pertamina to be rotated.

Informant 6 has been working in Pertamina for 4 years. He has been rotated once during his work in Pertamina. In his opinion, job rotation is a movement of employee to the new location. Informant 6 stated that there are a process of job rotation in Pertamina. First, the Division Manager will tell employee personally about the rotation and then the manager will make RMJ (Rencana Mutasi Jabatan) that contained with a request to the Human Resource Manager. Human Resource Manager then will make SMJ (Surat Mutasi Jabatan). After that, the employee will go to the destined location as an initial introduction. Lastly, the employee will go back to make preparation to move in that destined location. In his opinion, job rotation was improving his skills and abilities, even when his work must be started again from zero. There are also things that cannot be done in his previous place could be done here. He said that job rotation is a policy in Pertamina, so he should follow every policy and follow job rotation decision that designed for him.

Informant 7 has been working in Pertamina for 1 year and 8 months. He has already been rotated twice. In his opinion, job rotation is the movement of job position or movement of job location that have a purpose toward a better job career. He stated that job rotation provide a better job condition. He stated that job rotation policy is a common thing. So, he'd just okay with that. He'd just being positive and proud. Even though for him, job rotation is just common thing, his family took a consideration about his rotation. His family told him about he had to work more and more far from home. He maintained his motivation by keeping the relationship with society and working together with other people. He considering his colleagues as his whole family. When he felt bored, he tried to overcome it with doing some official trip. Informant 7 also said that his motivation doesn't need to be maintained because his motivation is getting bigger and better after performing job rotation. This is happened because the condition in Manado is more complex and there is a new experience that come from challenges.

Informant 8 has been working in Pertamina for 1 years and 11 months. He has never been rotated to another location, but he had already experienced position rotation 3 times. Informant 8 said that Pertamina creates job rotation policy to motivate employees so they will not get bored with their job and to make sure that there is no certain special relationship with stakeholders. Another reason of performing job rotation is employee's position is already stuck in certain class, so to increase the class, employee must move in another division that still provide an improvement in class. In his opinion, there is challenges in every position, but build a good relationship with coworkers is the way to maintain motivation because they work as a team. When they cannot work in team, of course their motivation will be decreased. Another thing is able to communicate with other people. Informant 8 said that job rotation improve his experience. Job rotation also already improve his knowledge and expand his horizon. He have a lot of friends and new family. In measuring employee's position or job, Human Resource division is the one who responsible for it. Also could be based on Curriculum Vitae that then suited by measuring their performance if their performance could meet the criteria. In measuring

employee's performance, there is achievement form in Pertamina's website. That form then will be filled by employees based on their job or task or achievement. That form then become a measurement for Pertamina to control an employee on track. That form also become measurement if someone needed to perform some rotation.

Informant 9 has been working in Pertamina for 35 years. Informant 9 stated that job rotation is a movement to the new location in order to promote employee's position. In general, job rotation is a form of promotion. If employee want to reach higher position, employee must be rotated. Job rotation also can be implemented to fill an empty position. Job rotation arranged by Human Resource division. In his opinion, the most suited job for him is in Lubricants because there is a lot of challenges. There are a lot of type of lubricants that made him learn more and then increase his knowledge. Position that he wanted to work in is in Retail Division. Informant 9 has already been working in Pertamina for 35 years, but Pertamina still rotate him. He said that he moved in Manado because he will retire soon. He had to move to look for a job that can improve his position. To maintain his motivation, the most important thing is trust and be loyal with employee position. Employees in his level didn't work as much as a youngsters. There is no work over and that may increase their confidence and then they become more loyal. That will lead employees in improving their motivation.

Informant 10 has been working in Pertamina for 30 years 10 months and 17 days. Informant 10 said that job rotation is an employee movement to perform some job in a new place. Pertamina creates this job rotation policy in general for promotion position. There are two classifications in Pertamina which is "Position Class" and "Salary Class". Sometimes, when employee's position already in the highest level in certain division, the employee must be rotated to another division with certain level that could increase and improve their "Class". Another reason is rotation that performed when employee make mistakes. Informant 10 never move in another location, so she'd just rotate in form of position rotation in Branch Marketing office in Manado. Informant 10 stated that the first consideration why she didn't move to another place is that her whole family is in Manado. Of course there were time when she had to move to another place and when she received the letter she also sent letter of request about not moving to another place with several consideration from herself. Based on her agreement with Human Resource division, if there is no suitable position for her in Manado office then she had to move to another place. Luckily, there's always a place for her in Manado office so she didn't move to another place. In maintaining her motivation, of course there was boredom even just a little. To maintain the motivation, she try to search something challenging. Of course new job position or new location could become stimulation to improve or maintain the motivation.

## Discussion

Marketing Branch Manager of PT. Pertamina stated that job rotation has some effects: First, improve experience when facing different market dynamics even in the same business. Second, increase employee's networking. Networking is important because a program is determined by the process in conducting that program, so employees have to have a good relationship with other people. Third, by rotation, employee's survival ability in every condition will be increased. Forth, expanding mind, expanding horizon. By job rotation, employees can have a lot of view point so they can solve any problem by considering from a lot of viewpoints.

There are three form of opinion about job rotation: First, job rotation is only in form of position promotion. Second, job rotation is only in form of moving in another location. Third, job rotation is in form of moving in another location in order to promote employee's position. The two last form is the most experienced by the employee. Both of the form got 40% each and the first form got 20%. In conclusion, the most rotation that used in Pertamina is in the form of moving in another place and moving in another place with promotion position.

There are several employee that already experienced job rotation. Job rotation are conducting randomly based on company preferences. Ever since someone become an employee in Pertamina, there is a record known as KPI (Key Performance Indicator) that will be a references to determine the direction of an employee's career. Even though there is a KPI, an employee could be moved in another location based on manager or superior preferences.

Kaymaz (2010) stated that job rotation practices have a positive effect on motivation and job rotation applications decrease boredom and moving from one department to another increase morale and cause motivation. In general, job rotation gave a positive impact to the employees. Some cases of job rotation in Pertamina conducted in order to promote employee position in the company. Job rotation practice in Pertamina rebuild employee's motivation. The findings of third study, (Sanali, 2013) stated that there was a significant and positive relationship between job rotation practices towards employee motivation. Job rotation practice in Pertamina is a prevention and constructor for the employee to maintain their motivation, improve, stimulate and to keep them on track so there will no deviation in the company.

There are four major effects of job rotation on employee's career which are:

1. Job rotation affected employee to be more discipline, responsible and perform the best.
2. Job rotation made employee gain new experience. This way employee will face new challenges that lead employee to the new experience and then expand the horizon.
3. Job rotation improve skills and abilities of the employees and provide them opportunity to be creative with their job.
4. Job rotation improve employee's position in the company.

The interview result and Herzberg's theory are support each other. Job rotation policy in Pertamina supported by this theory. In addition, Herzberg claimed that the primary factors that can cause satisfaction and motivation are called Motivation factors, such as achievement and recognition. The presence of these factors results in job satisfaction and motivation. In conclusion, job rotation in Pertamina implemented based on these factors.

There is a very close relationship between Herzberg's theory and the interview result. First is achievement. Job rotation in Pertamina always related to achievement. Informant 1 stated that job rotation is a position promotion or career raising. When an employee in Pertamina reach certain achievement, there will be a record on KPI (Key Performance Indicator) which become reference for an employee in Pertamina to perform job rotation. An employee that reach certain achievement then will be rotated in certain location with new job in higher position.

Second is recognition. Informant 8 stated that there is a challenges in every position, but build a good relationship with coworkers is the way to maintain motivation because they work as a team. Team built based on personal skills and capabilities, which also means that a team should know every skills and capabilities of every member of a team. This is a place where recognition is a very promising factor. Recognition of a job, member of a team and description of task is a very crucial problem that will be faced by an employee when an employee move in another location. The lack of recognition factor could affected employee motivation.

Third is work itself. There are two options of job when someone become an employee in Pertamina: (1) job based on manager recommendation, and (2) job based on curriculum vitae. Some employees try to search and look for challenges because they believe that by doing job rotation, they can widen their experience by doing job that different from their study. But there are also employees that wish to work based on their study. In conclusion, employee that work based on their desire and passion could be more motivated than employee that work just based on what manager told them to do.

Fourth is responsibility. In general, job with high responsibility also carry higher risk than usual job that doesn't need high responsibility. But job with higher responsibility could improve employee's position in company. The same thing also applied in Pertamina. There is "Salary Class" classification that help employee that do certain job with higher level than the employee's position level. As an example, there are two employees with position level 12. Of course employee that do certain job with job level 10 would be promoted faster than employee that do job with job level 12. Job with higher responsibility that also has higher risk sometimes stimulate employee motivation to perform better than usual because the employee try to overcome the risk and achieve better result than usual.

Fifth is advancement. Informant 7 stated that job rotation is a movement of job position or movement of job location that have a purpose toward a better job career. Job rotation provide a better job condition. Job rotation implementation in Pertamina already became a medium for employee's advancement in position or job. Employees that work in one job or position didn't have a significant advancement and improvement in their career. Advancement in working career could become a factor that stimulate and maintain employee motivation.

There are several factors that become the way of the employee in Pertamina to maintain or improve their motivation. First, motivation maintained by search and facing new things. Job rotation provide employee an opportunity to work in different location, different working environment and also different job. This is an opportunity for the employee to try new things and improve their horizon about the company and the environment.

Second, motivation maintained by adapt faster with the environment. When an employee perform job rotation, new place, new environment and new working condition is an absolute thing that must be overcome by the employee. The work culture in Pertamina is always the same, the difference is only the culture of people and their habit. When an employee able to adapt faster with these conditions, working environment and its surroundings will be the partner of the employee. This way the employee could perform the best and maintain their motivation.

Third, motivation maintained by keep and build a good relationship. An employee that perform job rotation will work with a new society and new coworkers. Keep a good relationship with coworkers and society will provide employee a chance to work as a team. When employee work with other people, a good motivation will be improve and an employee could perform their best because the motivation is maintained.

Fourth, motivation maintained by being loyal with job. Job rotation policy in Pertamina could be in form of cross-posting in which an employee rotated to work in different position. This condition could lead employee to misdirection because an employee confused with the new job that must be performed. This confusion could decrease employee motivation. Related to the second factor, adaptation with a new job or new location is really needed. A loyal employee with face this problem positively. This employee will try to learn more and faster about the new job. The employee will not seek a chance for doing job that he/she like, but keep doing the new job, adapt and learn with the new job and perform the best. This will lead to the improvement of career and motivation.

## CONCLUSION AND RECOMMENDATION

### Conclusion

There are two main results: job rotation affect motivation positively and job rotation doesn't affect motivation at all. There are four major effects of job rotation which are:

1. Job rotation affected employee to be more discipline, responsible and perform the best.
2. Job rotation made employee gain new experience. This way employee will face new challenges that lead employee to the new experience and expand their horizon.
3. Job rotation improve skills and abilities of the employees and provide them opportunity to be creative with their job.
4. Job rotation improve employee's position in the company.

### Recommendation

There are several recommendations suggested to the company:

1. Before deciding someone to be rotated, company should conduct interview with the employee, because there are several individual factors that could be consideration in conducting job rotation.
2. Company could try to create a forced location rotation for employee that never work in different location. This policy created in order to prevent some bad issues about the job rotation policy itself.

3. Company could create certain procedure in which an employee will propose the most suitable location or job to work in to the supervisor or human resource manager.
4. Monitoring employees' job description before the employees perform job rotation to make sure that there is no pending matters so the employees could start their work without considering the pending matters from the employee that work in that position before him/her.

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