

**THE INFLUENCE OF JOB STRESS, JOB ROTATION, AND FEEDBACK ON PUBLIC SERVICE
MOTIVATION AT SERVICE OFFICE OF STATE PROPERTY AND AUCTION
(KPKNL) MANADO**

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ABSTRACT

Indonesian people has been interested to become civil servant for several years. The data of Civil Servants in Indonesia is more than 4 million, compare to the number of entrepreneurs in the range of 3 million. Being a civil servant is appealing because of the facilities and the retirement security. This view tends to lead to the supposition that the motivation of civil servants is a matter of the materials. This research designed to analyze the influence of internal motivation for public service, which derived from individual aspect in job stress, organization aspect in job rotation and from environment in feedback. This is a quantitative research that associative with multiple linear regression analysis technique. The population in this study is the civil servants at Service Office of State Property and Auction (KPKNL) Manado, whereas the respondents are 37 people. The result of this research shows that there is significant simultaneous and partial influence of Job Stress, Job Rotation and Feedback on Public Service Motivation at Service Office of State Property and Auction Manado. Therefore, organizations should also consider the interests of civil servants in the decision making process and as civil servants to manage time to maximize their work.

Keywords: *stress, rotation, feedback, motivation*

Research Background

In the mid 2014, the Indonesian government planned the recruit of Civil Service nationally. In a previous admission, it appears that there are so many applicants who are interested to become a Civil Servant. In Indonesia alone, according to data from the State Personnel Board, there are four million civil servants in all 33 provinces in Indonesia and abroad. It is more than the total of entrepreneur which only 3.9 million. If observed closely, the reason why the Indonesian people want to become civil servants is a guarantee of well-being during and after work. Things like increasing salary as well as pension fund are the things that affected the motivation of civil servant, things that can be touch or tangible.

Job stress can be defined as a condition in which the person reaches the limit of energy to work and start to affect the activities and emotional level. Stress may be caused from outside of person, but whether it converse to stress is all on an individual factor. In Indonesia, job rotation is a very popular form of job design, it is not only applied in a private or public company, also applied in State-Owned Company and other governmental offices.

Suggestions and criticisms believed to be a direct way to know what should be improved by person. As civil servants associated with the devotion to the community and the state, it is important to maintain and improve performance. Within the scope of the civil servant, it is not always in the form of suggestions and criticisms, however, can be praised for the success of the work because it is not only done by the consumer or society alone, but can also come from a fellow employee or supervisor. By the end of the research, people will understand the factors that influencing public service motivation. This research will prove that the motivation can comes from something intangible, that cannot be touch. Whether it comes from the inside of civil servant, or inside the organization, even the environment the civil servant surround with.

Research Objectives

This research has several objectives are to analyze the influence of:

1. Job stress, job rotation, and feedback on public service motivation at KPKNL Manado simultaneously.
2. Job stress on public service motivation at KPKNL Manado partially.
3. Job rotation on public service motivation at KPKNL Manado partially.
4. Feedback on public service motivation at KPKNL Manado partially.

THEORETICAL FRAMEWORK

Bratton and Gold (1999:11) explained Human Resource Management as a part of the management process that specializes in the management of people in work organizations. HRM emphasizes that employees are critical to achieving sustainable competitive advantage, that human resources practices need to be integrated with the corporate strategy, and that human resource specialists help organizational controllers to meet both efficiency and equity objectives.

Job Stress is when an individual skill failed to coordinate with the job or the environment (French in Sanali et al, 2013). In Job Rotation, instead of keeping one person in one position permanently, the positions will be granted to the people in rotation mode and after some while the people in different position will be changed with some other people. This rotation could be done according a time table and also could be done periodically or occasionally and in any specific case. (Pouresmaeil and Baluchi, 2013)

Feedback from employees is informative to the management while on other end it allows employees to know about how much they are deviating from the goals. It makes them more goals oriented and committed to achieve them. (Farooq and Khan, 2011). Public service motivation (PSM) is defined as an individual predisposition to respond to motives in public institutions (Perry and Wise, 1990).

Previous Research

Kaymaz (2010), *The Effects of Job Rotation Practices on Motivation: A Research on Managers in the Automotive Organizations*. The research determined five effects of Job Rotation on Motivation, there are decreasing monotony; increasing knowledge, skills and competency; determining the correct job/ position, preparation for management; development of social relations. As a result, only decrease in monotony; increasing knowledge/ skills/ competencies; and development of social relations as the Job rotation practices that affect motivation. Mohsan et, al (2012), *Impact of job rotation on employee motivation, commitment and job involvement in banking sector of Pakistan*. It found that job rotation did not affect employee motivation. It was also found that when employees are rotated to different jobs across various departments, they become less motivated. From Wani (2013), *Job stress and its impact on employee motivation: a study of a select commercial bank*, found that there is a strong relationship between job stress and motivation. The study revealed that clerical grade employees experience more stress than officers. Higher level of job stress leads to lesser motivation. Vallerand and Reid (1988), *On the relative effects of positive and negative verbal feedback on males and females intrinsic motivation*. It shows that positive feedback led to higher motivation and competence feeling for both male and female, while negative feedback has a different effect on male and female students.

Research Hypothesis

The hypotheses of this research are:

- H₁ : There is a significant influence of Job Stress, Job Rotation, and Feedback on Public Service Motivation simultaneously.
- H₂ : There is a significant influence of Job Stress on Public Service Motivation partially.
- H₃ : There is a significant influence of Job Rotation on Public Service Motivation partially.
- H₄ : There is a significant influence of Feedback on Public Service Motivation partially.

Conceptual Framework

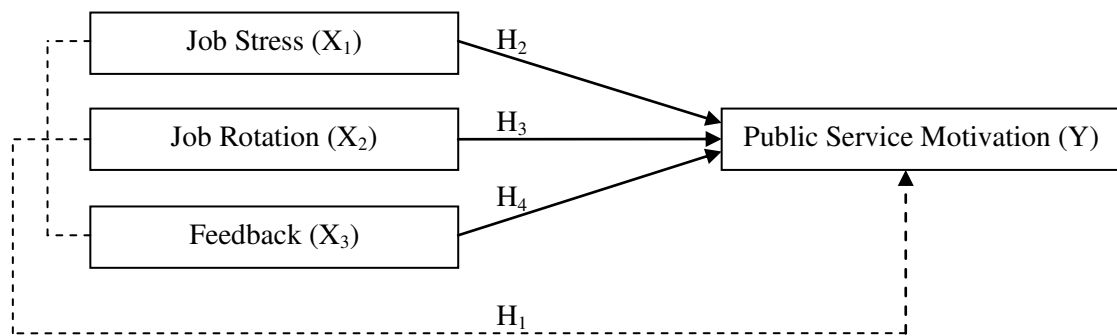


Figure 1. Conceptual Framework

Source: Data Processed, 2014

-----▶ simultaneously
 —————▶ partially

RESEARCH METHOD

Type of Research

The purpose of this research is to know the influence of Job Stress, Job Rotation and Feedback on Public Service Motivation and research is causal type.

Place and Time of Research

This study is conducted at service office of state property and auction (KPKNL) Manado which is located in Jl. Bethesda Manado and this research regarding the employee in service office of state property and auction (KPKNL) Manado as respondents from June to September 2014.

Population and Sample

Population is the entire group of people, events or things of interest that the researcher wishes to investigate. (Sekaran and Bougie 2009:262). In this research the population is the employees of service office of state property and auction (KPKNL) Manado are 37 employees. For this research, for which the population is small, there is no sampling methods apply, but it was replace by census.

Operational Definition

The general explanations about variables in this current study are stated as follows:

1. Job Stress (X_1) is a conditions that affect emotional tension, and condition of a person thinking process in which a person was forced to respond beyond the ability to adjust to a demand.
2. Job Rotation (X_2) is the movement of employee within organization to the same level workload.
3. Feedback (X_3) is the response from other people, including fellow employee, managers, head officers, friends, or family regarding the performance of an employee.
4. Public Service Motivation (Y) is the willingness of civil servant to work better or reach their personal and organization goals.

Data Collection Method

They are two types of data: (1) Primary Data use a Questionnaires were distributed to employee in service office of state property and auction (KPKNL) While calculating weight rating employee questionnaires using Likert scale. Likert scale was associated with a statement about one's attitude towards something. And (2) Secondary data refer to information gathered from source that already exist (Sekaran and Bougie 2009:184). In this research, secondary data is collected through: journals, textbooks, and relevant literature from library and internet.

Data Analysis Method

Validity and Reliability Test

The reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set, Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie 2009:324). Validity is how well an instrument that is developed measure the particular concept it is intended to measure (Sekaran and Bougie, 2009:157).

Multiple Regression Analysis Method

This method has been chosen to measure the Job Stress (X_1), Job Rotation (X_2), Feedback (X_3) on Public Service Motivation (Y).

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

- Y = Public Service Motivation
 X_1 = Job Stress
 X_2 = Job Rotation
 X_3 = Feedback
 b_0 = Intercept
 e = Error
 b_1, b_2, b_3 = The regression coefficient of each variable

RESULTS AND DISCUSSION

Validity and Reliability

The validity test of Job Stress (X_1) (0.906), Job Rotation (0.824), and Feedback (0.707), and Public Service Motivation (Y) 0.958 are above 0.3 which mean that all indicator are valid. The reliability test using Alpha Cronbach. The Cronbach's Alpha parameter, with ideal score more than 0.6. The variable are reliable because the value of Cronbach's Alpha is 0.875.

Table 1. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.101	1.381		1.521	.138
Job Stress	.478	.106	.469	4.517	.000
Job Rotation	.420	.101	.388	4.155	.000
Feedback	.271	.094	.232	2.885	.007

a..Dependent Variable: Public Service Motivation

Source: SPSS data analysis, 2014

Multiple Regression model is as follow:

$$Y = 2.101 + 0.478X_1 + 0.420X_2 + 0.271X_3$$

- Where:
- Y = Public Service Motivation (Dependent Variable)
 - X_1 = Job Stress (independent variable)
 - X_2 = Job Rotation (independent variable)
 - X_3 = Feedback (independent variable)
 - e = Error

The explanations of the Multiple Regression equation are as follow:

- a. Constant 2.101 shows the influence of Job Stress (X_1), Job Rotation (X_2), Feedback (X_3), and Public Service Motivation (Y). In a condition where all independent variables are constant (zero), public service motivation (Y) as dependent variable is predicted to be 2.101

- b. Variable X_1 (Job Stress) has an influence to Y (Public Service Motivation) as 0.478. In condition where other variables are constant, if there is one unit increasing in X_1 , Y is predicted to be increased by 0.478.
- c. Variable X_2 (Job Rotation) has an influence to Y (Public Service Motivation) as many as 0.420. In condition where other variables are constant, if there is one unit increasing in X_2 , Y is predicted to be increased by 0.420.
- d. Variable X_3 (Feedback) has an influence to Y (Public Service Motivation) as many as 0.271. In condition where other variables are constant, if there is one unit increasing in X_3 , Y is predicted to be increased by 0.271.

Testing the Goodness Fit: Coefficient of Multiple Regression (R) and Coefficient Determination (R^2)

R and R^2 are used to see the relationship between independent and dependent variables.

Table 2. R and R square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 ^a	.845	.831	1.001

a. Predictors: (Constant), Feedback, Job Rotation, Job Stress

b. Dependent Variable: PS Motivation

Source: *SPSS data analysis, 2014*

The result on R with the result of 0.919 indicates that there is a significance relationship between all of the variables with Public Service Motivation and with 84% impacted from the whole variables while the rest 16% other factors are not included into this research.

Test of Classical Assumption

Multicollinearity

Table 3. Multicollinearity Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	Job Stress	.436	2.295
	Job Rotation	.538	1.859
	Feedback	.724	1.381

a. Dependent Variable: Public Service Motivation

Source: *SPSS data analysis, 2014*

Table 2 shows that the Tolerance value of job stress is 0.436; job rotation is 0.538; and feedback is 0.724 meaning the tolerance value of each variable is more than 0.10. The VIF value of job stress is 2.295, job rotation is 1.859, and feedback is 1.381 meaning the VIF value of each variable is less than 10. Since all the tolerance values are more than 0.10 and VIF value of each independent variable is less than 10, this research is free from multicollinearity.

Heteroscedasticity

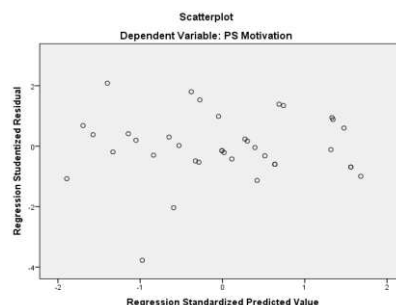


Figure 2. Heteroscedasticity Results

Source: *SPSS data analysis, 2014*

The figure shows that the pattern of points is spreading. The points are spreading above and below of zero point on Y axis. This is proved that there is no heteroscedasticity.

Normality

Normality test can be identified by using graph of P-P.Plot. The data will distribute normally if the value of P-P.Plot is near diagonal line of the graph.

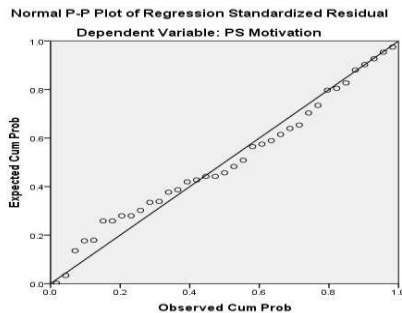


Figure 3. Normality Results
Source: *SPSS data analysis, 2014*

Figure 3 shows that the plots follow the diagonal line which also can clarify that the data distribution is normal.

Table 4. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job Stress	.436	2.295
	Job Rotation	.538	1.859
	Feedback	.724	1.381

a. Dependent Variable: Public Service Motivation
Source: *SPSS data analysis, 2014*

The Multicollinearity problem shows through the Collinearity statistics, in the tolerance and variance inflated factors (VIF) table. If the tolerance value more than 0,10 and the VIF less than 10, it indicates there is no multicollinearity.

Hypothesis Testing

Table 5. F-test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	179.970	3	59.990	59.886	.000 ^b
	Residual	33.057	33	1.002		
	Total	213.027	36			

a. Dependent Variable: PS Motivation
b. Predictors: (Constant), Feedback, Job Rotation, Job Stress

Source: *SPSS data analysis, 2014*

To identify the value of F-table, it can be calculated with $F\text{-table} = F_{INV}(0,05, k-1, n-k)$. The ANOVA table below is the result of F-test which computed through SPSS statistical calculation. From the F-test, the calculated value of F-count is greater than the F-table ($59.886 > 2.891$) with the significant value of 0.00 that is more than 0.05. Since the F-count is greater than F-table, H_0 is rejected and H_1 is accepted. It means that the independent variables significantly influence the dependent variable simultaneously.

Table 6. T-test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.101	1.381		1.521	.138
Job Stress	.478	.106	.469	4.517	.000
Job Rotation	.420	.101	.388	4.155	.000
Feedback	.271	.094	.232	2.885	.007

a. Dependent Variable: Public Service Motivation

Source: *SPSS data analysis, 2014*

The value of T-table is 2.034. The partial influence of each independent variables are explained as follows:

a. Job Stress (X_1) to Public Service Motivation (Y)

The T-count value of Job Stress (X_1) is 4.517. Comparing T-count with T-table : $4,517 > 2.034$ with the significant level of 0.00. Since the T-count is greater than T-table, H_0 is rejected and H_2 is accepted. Therefore, Job Stress has significant influence to Public Service Motivation.

b. Job Rotation (X_2) to Public Service Motivation (Y)

The T-count value of Job Rotation (X_2) is 4.155 with the significant level of 0.00. Comparing T-count with T-table: $4.155 > 2.034$. Since the T-count is greater than T-table, H_0 is rejected and H_3 is accepted. Therefore, Job Rotation has significant influence to Public Service Motivation.

c. Feedback (X_3) to Public Service Motivation (Y)

The T-count value of Feedback (X_3) is 2.885 with the significant level of 0.007. Comparing T-count with T-table: $2.885 > 2.034$. Since the T-count is greater than T-table, H_0 is rejected and H_4 is accepted. Therefore, Feedback has significant influence to Public Service Motivation.

Discussion

From the result, this study support the hypothesis of Job Stress, Job Rotation and Feedback significantly related to Public Service Motivation at Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) Manado. In this study, Job Stress is significantly contributes to Public Service Motivation. This finding support the theoretical arguments given by Wani (2013) that explained the strong and positive relationship exist between Job Stress and Motivation. By comparing to previous study that provided several causes of job stress, facts from the field, most employees seemed to agree that the stress was related to the tasks they assigned to. Aware of the stress level from its employee, KPKNL Manado provided a place for the employee to take a break for their activity. Consideration of how important to release stress is also recognized by all employees in Gedung Keuangan Negara where KPKNL was located. Physical activity outside the office every Friday morning as gymnastics and indoor football allows employees to participate without limitation of age or gender.

The result shows that Job Rotation is significantly influences Public Service Motivation. This findings support the previous theory from Kaymaz (2010) that explained the positive influence of Job Rotation on Motivation. The result implied that job rotation at KPKNL usually not based on the skill of the employee. In the other hand, it has the advantage to increase the skill by learning while working. Also, by rotation they believe the experiences they have got is important to develop their skill and adapt with different environment. There are two types of job rotation in KPKNL Manado, the job rotation that occurs between KPKNL Manado with other KPKNL and job rotation that occurs between the divisions in KPKNL Manado. Job rotation between KPKNL Manado with other KPKNL usually occurs every six months or annually. As for the rotation in the division, it happens due to rotation between KPKNLs. This result also refused the theory from Mohsan et al (2012) that explained when employees are rotated to different job, they become less motivated.

The result shows that Feedback is significantly and contributes to Public Service Motivation. This findings support the previous theory from Vallerand and Reid (1988) that explained the positive and negative feedback on intrinsic motivation. While the previous study explained how verbal feedback affecting male and female in terms of intrinsic motivation, this research main focus is to prove the influence of feedback on Public

Service Motivation at KPKNL Manado. In this result, respondents agree that Feedback in the form of appreciation motivate them. Weekly meeting is important for the respondents because it allows them to giving their opinion about their work and being heard by supervisors or head officer. It can be seen also that some quality time in the office is needed for interact and being recognized by the others. Supportive work environment leads to higher level of motivation. The employee at KPKNL Manado feels that the work environment is supportive and recognize their work.

In this research, Public Service Motivation clearly concern about the intrinsic motivation of the employee. Based on the determined independent variables, job stress, job rotation and feedback have significant influence on employee willingness to work. It is not always about compensation reward that matter to Public Service, it is about doing well at tasks that has been given and being recognized by it.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

After examining the findings and discussing the result, the conclusions based on this research are as follows:

1. There is a significant partial influence of the independent variables (job stress, job rotation and feedback) on Public Service Motivation at Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) Manado.
2. There is a significant influence of Job Stress, Job Rotation, and Feedback on Public Service Motivation at Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) Manado simultaneously.
3. The equation of multiple linear regression obtained in this research assumed Job Stress as the dominant influence compare with the other variables that influence Public Service Motivation. The result determined Feedback to have weak influence on Public Service Motivation at Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) Manado.

Recommendation

This research was done with hope that it has a big contribution KPKNL Manado and other firms. The following recommendations are as inputs that can hopefully be useful as suggestions. From the result, employee of KPKNL Manado should have a good time-management, in order to avoid high level of stress. Regarding job rotation that usually been done were not based on employee skill. It will be better to be based on employee skill to prevent inefficiency. In terms of feedback process, office should maximize the communication tools such as website or telephone to spread the information or promoting KPKNL and be closer to public. It is important for KPKNL to maximize weekly meeting for not only giving a chance to make a statement for employees but also to congratulate a success work.

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