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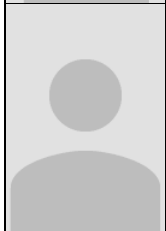


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## **The effect of work placement, leadership style, and work rotation toward the performance of employees**

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### **Abstract**

This study aims to describe Job Placement, Leadership Style, Work Rotation, and Employee Performance; analyze the effect of Job Placement, Leadership Style, and Work Rotation on Employee Performance, and analyze the dominant influences between Job Placement, Leadership Style, and Work Rotation on Employee Performance in the facility of PT. Kereta Api Indonesia (Persero) located in Malang. The analysis technique uses multiple regression analysis. The result of study show that, job placement, leadership style, and work rotation affect the performance of employees, which means that the better the work placement policy, supported by a good leadership style and the right rotation of work can improve employee performance. The leadership style has a dominant influence on the performance of employees, which means that leadership style is a major consideration in improving employee performance.

**Keywords:** work placement, leadership style, work rotation, employee performance

### **1. Introduction**

The success rate of an organization or a company, no matter how big it is, is not solely measured by natural resources or advanced machinery, but it is determined by human resources with high quality and professionalism because they have a high role in planning, executing, and controlling the company concerned. In a company, humans are connected to discussing plans in order to achieve the goal. The goal of a company is clearly to obtain as many profits as possible, and in order to obtain that goal, a company is expected to have human resources with high quality that are dependable in winning increasingly fierce competitions in all fields of business. Almost every big or modern company has used advanced automatic machinery, modern tools or even computers. All of those instruments will not be working properly without humans as the operator. Humans are the ones who are responsible for running and overseeing those instruments. Unfortunately, not all humans are qualified in running and overseeing those instruments, instead, only the ones who have the skills required are able to operate the instruments well.

Nowadays, the people of Indonesia are on the way to form a work-oriented society. Those people will see a job or a work as something glorious which eventually will make human resources as a factor that cannot be ignored.

This research is done on a public transportation services company, PT. Kereta Api Indonesia (Persero). The company is a state-owned enterprise which operates in the transportation sector. The high varieties of transportations which exist in this country only make the competition tighter, especially for which already made many improvements like fleet regeneration (buying new locomotives and new trains) for the purpose of creating a better and more comfortable customer service. Realizing a better and more comfortable customer service is very important considering how qualified and professional the human resources that the company have.

Improvement in customer service, better train facilities are matters that need to be looked seriously by the company. As

for now, there are still problems regarding the train facilities that can potentially disturb the train trip convenience. Because of that matter, human resources with high qualities are needed in order to increase work-productivity by reducing the number of damages on train tracks. Work placement, in this case, is the important factor that is able to produce optimal human resources utilization in order to achieve the company's goal.

Companies can be said to be successful depending on the leader. If the leader is able to organize employees well, the company will achieve the targets and objectives. A company needs a leader who has the ability to influence the behavior of employees. So, a company leader will be recognized as a leader if he can influence and be able to direct his subordinates to achieve company goals. The style also influences employee performance, this is due to the different leadership styles in each leader. At the turn of the company leader, not all employees are able to adapt to the new leader. Every leader has their own policies. From that policy, there are employees who may not be compatible with the leadership style of the leader. This problem can also affect employee performance.

Job rotation is one of the development programs carried out by the company with the aim of increasing employee performance capabilities. A job that is routine and only works on the same thing for a long time, of course, can cause boredom or boredom where work morale and work enthusiasm will decrease. But what happened in the field found a lot of employee complaints regarding work rotation, among others regarding the range of work rotation, less thorough rotation, demands for the diversity of skills, difficulty adapting to the new work environment and far away with family or domicile. With these problems, can affect employee performance.

The aim of this research is to describe Work Placement, Leadership Style, Work Rotation, and Employee Performance; analyzing the effect of Work Placement, Leadership Style, and Work Rotation toward Employee Performance; and analyzing the most dominant side

between Work Placement, Leadership Style, and Work Rotation toward Employee Performance.

Performance is the extent to which a person has played his part in carrying out the organization's strategy, both in achieving specific goals related to individual roles and or by showing competencies that are declared relevant for the organization. Performance is a multi-dimensional concept that includes three aspects, namely attitude, ability, and accomplishment. Performance is the result of work that can be achieved by a person or group of people in a company in accordance with the authority and responsibility of each in an effort to achieve corporate objectives legally, not violating the law and not contrary to moral and ethical (Afandi, 2018: 83) [1].

Placement means to place one's position in the right job position. How well an employee in carrying out his work will affect the number and quality of work according to Mathis & Jackson (2006: 262) [5]. The concept of placement includes promotions, transfers, and even demotion. It is said that even old employees need to be recruited internally, need to be selected and usually also need to undergo an introduction program before old employees are placed in new positions and do new jobs as well. The process of selection and introduction that must be passed is different from that experienced by new employees. The difference is caused by the availability of various information about employees who will experience the new placement. This means that in the department that manages human resources, there are already various documents about the employee, such as the previous application letter, employment history, supervisor's assessment of his ability to carry out tasks, position education and training programs ever taken, current income, number of dependents, years of service and so on.

Leadership is an activity to influence people to be directed towards achieving organizational goals. Leadership is the process of influencing groups towards achieving goals. Leadership as the ability to influence or encourage individuals or groups of people to work voluntarily to achieve certain goals or targets in certain situations. This gives a perspective that a manager can behave as a leader, provided he is able to influence the behavior of others to achieve certain goals (Afandi, 2018: 103) [1]. Leadership according to Obiwuru (2011: 101) is "Leadership as the individual behavior to guide a group to achieve the common target".

Job rotation is an alternative if employees suffer from excessive routines or boredom over their work, it is necessary if the employee considers that the work is no longer challenging, then the employee by the company should be transferred to another job, at the same level, which has similar skills requirements. Job rotation is the periodic change of an employee from one task to another. Organizations use job rotation as a means to realize high performance or high performance. They also state that job rotation is a shift in work between employees in the organization. This shift is not done permanently. Job rotation is an alternative if employees suffer from excessive routines or boredom over their work, it is necessary if the employee considers that the work is no longer challenging, then the employee by the company should be transferred to another job, at the same level, which has similar skill requirements (Afandi, 2018: 39) [1].

Based on the theory supported by previous research, the hypothesis in this study is work placement, leadership style,

and work rotation affect employee performance. While the leadership style has a dominant influence on employee performance.

## 2. Materials and Methods

Work placement is to place one's position in the right job position with the following research indicators: education, work knowledge, work skills, and work experience. Leadership Style, as the ability to influence or encourage someone with the following indicators: character, habits, temperament, character, and personality. Work Rotation is an alternative if employees suffer from excessive routines or boredom over work with the following research indicators: employee ability, employee knowledge, and employee saturation. Performance is the result of work that can be achieved by a person or group of people in a company with research indicators as follows: quality, quantity, timeliness, effectiveness, and independence the population in this research are the employees of Malang Facility sector of PT. Kereta Api Indonesia (Persero) with a total number of 70 people. This research uses census method which all of the population members are used as samples because the total number of respondents participating is low.

The Data Analysis that is used in this research is as follow: Descriptive Analysis, Describing how the data characteristics of the total value of each variable of work placement, leadership style, work rotation, and performance. Analysis of multiple linear regression the tool for statistical testing in this study.

## 3. Result

From the results of processing the data by using the help of a computer program SPSS, the results of the analysis are obtained as in the following table:

**Table 1:** Recapitulation of Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient	T <sub>count</sub>	Sig.	Information
Work Placement (X <sub>1</sub> )	0,251	2,553	0,013	Significantl
Leadership Style (X <sub>2</sub> )	0,335	4,464	0,000	Significantl
Work Rotation (X <sub>3</sub> )	0,226	2,629	0,011	Significant
Constants		0,968		
R Adjusted		0,706		
R square		0,475		
F <sub>count</sub>		21,825		
Sig. F		0,000		
Dependent Variable = lEmployee Performance (Y)				
F table = 2,75, T table = 2,000				

Based on the recapitulation table, the following multiple regression equation is obtained as follows:

$$Y = 0,968 + 0,251 X_1 + 0,335 X_2 + 0,226 X_3$$

Based on that equation, information can be obtained as follows:  $\alpha = 0.968$  is a constant which means that if all independent variables of Job Placement (X<sub>1</sub>), leadership style (X<sub>2</sub>), and work rotation (X<sub>3</sub>) are 0, then the variable of employee performance is 0.968.

$\beta_1 = 0.251$  is the magnitude of the regression variable of the independent placement of the work variable (X<sub>1</sub>), if the regression coefficient is positive, it indicates that work placement has a direct effect on employee performance, meaning that the better Job placement will cause employee

performance to increase, assuming leadership style variables (X2) and work rotation (X3) fixed size. While the effect of a work placement on employee performance is  $0.251 \beta_2 = 0.335$  is the magnitude of the regression coefficient of the independent variable of leadership style (X2), the regression coefficient has a positive sign indicating the leadership style has a direct effect on employee performance, meaning that the better leadership style will cause employee performance to increase with the assumption of job placement variables (X1) and work rotation (X3) fixed amount. While the influence of leadership style on employee performance is  $0.335$ .  $\beta_3 = 0.288$  is the magnitude of the regression coefficient of the work rotation free variable (X3), the regression coefficient is positive indicating work rotation has an effect on the employee performance, meaning that the better leadership style will cause employee performance to increase, assuming job placement variables (X1) and leadership style (X2) fixed amount. While the effect of work rotation on employee performance is  $0.288$ .

The value of the multiple correlation coefficient (R) is  $0.706$ . This multiple correlation coefficient shows a strong relationship between job placement (X1), leadership style (X2), and work rotation (X3), together with employee performance (Y) of  $70.6\%$ . The coefficient of determination (Adjusted R square) is  $0.475$ . This coefficient of determination means that Job placement (X1), leadership style (X2) and work rotation (X3) are able to contribute to employee performance by  $47.5\%$ , while the rest  $52.5\%$  due to other variables not included in the study.

Based on the calculation results of the F test with SPSS obtained Fcount of  $21.825$ , while Ftable at  $\alpha = 5\%$ ,  $df_1 = 3$ , and  $df_2 = 66$  of  $2.75$ ; this means  $F_{count} > F_{table} (21,825) > 2.75$  while the probability value is smaller than  $\alpha = 0.05$  ( $0,000 < 0,05$ ), then  $H_0$  is rejected and  $H_a$  is accepted which means that the variable is free: Job Placement, leadership style, and work rotation simultaneously have a significant effect on employee performance.

To test the first hypothesis which states that Job Placement has an effect on Employee Performance, using the t-test. The results of the regression analysis obtained the value of t count =  $2.553$ , while the value of t table =  $2.000$ , so that  $t_{count} > t_{table}$  or significance value  $0.013 < 0.05$  so  $H_0$  is rejected or  $H_a$  is accepted, and proven Work placement variable (X1) has a significant effect on employee performance. Thus, the first hypothesis is statistically accepted.

To test the second hypothesis which states that Leadership Style influences Employee Performance, using the t-test. The results of the regression analysis obtained a value of t count =  $4.464$  while the value of t table =  $2,000$ , so that  $t_{count} > t_{table}$  or significance value  $0,000 < 0.05$  so  $H_0$  is rejected or  $H_a$  is accepted, and proven leadership style variable (X2) has a significant effect on employee performance (Y). Thus, the second hypothesis is statistically accepted.

To test the third hypothesis which states that Work Rotation has an effect on Employee Performance, using the t-test. The results of the regression analysis obtained a value of t count =  $2.629$  while the value of t table =  $2,000$  so that  $t_{count} > t_{table}$  or significance value  $0.011 < 0.05$  so  $H_0$  is rejected or  $H_a$  is accepted, and proven work rotation variables (X3) significantly influence employee performance (Y). Thus, the third hypothesis is statistically accepted.

To test the fourth hypothesis which states that Leadership Style has a dominant influence on employee performance, by looking at the magnitude of the regression coefficient that has a significant effect on employee performance. The independent variable which has the largest and most significant coefficient is the variable that has the dominant influence on employee performance. Based on the results of multiple regression analysis, it can be seen that the largest regression coefficient is the leadership style of  $0.437$ , so the leadership style is the variable that has the dominant influence on employee performance. Thus, the fourth hypothesis is statistically acceptable or tested.

#### 4. Results & Discussion

Job placement is formed by education, work knowledge, and work skills. The main thing that supports work placement is that work skills are reflected in the ability to work to determine the position of respondents in the workplace. Job placement is the giving of responsibilities to employees in accordance with the abilities and expertise of employees. Job placement is the policy of the leadership to position employees on jobs based on the competencies of employees. Employee work placement is guided by the principle of placing the right employee for the right position. As the opinion of Mathis & Jackson (2006: 262)<sup>[5]</sup> which states that placement is to place one's position in the right job position, how well an employee in carrying out his work will affect the number and quality of work. Job placement is largely in accordance with the capabilities possessed by employees and in accordance with the educational background of employees.

The leadership style is shaped by nature, habits, temperament, character, and personality. The main thing that builds a leadership style is that it is reflected in the respondent's leader's pleasure in being friendly. Leadership style is a way that is owned by someone in influencing employees in working together and empowering efforts with full of enthusiasm and confidence to achieve the stated goals. The success of the company depends on the effectiveness of leadership in the company. As the opinion of Afandi (2018: 103)<sup>[1]</sup> which states that leadership is the ability to influence or encourage individuals or groups of people to work voluntarily to achieve certain goals or targets in certain situations. The leader must always be able to solve problems that occur within the company and be fair to all employees. The leadership style applied is the leader who wants to listen to employee complaints and provide solutions in completing work.

Work rotation is shaped by employee abilities and employee knowledge. The main thing that can improve work rotation is the ability of employees to be reflected in the respondents working seriously. With work rotation, employees can help each other and discuss with different colleagues so that they encourage each employee in the process and feel support in their work environment. This condition can accelerate the employee in overcoming the problem and get a solution to immediately complete the work more quickly and precisely. As Afandi (2018: 39)<sup>[1]</sup> argues that work rotation is an alternative if employees suffer from excessive routines or boredom over their work, it is necessary if the employee considers that the work is no longer challenging, then the employee by the company should be transferred to other jobs, at the same level, have similar skills requirements. The rotation of work done by the company because of its

knowledge and ability will make employees have better quality and quantity of work. In addition, work rotation is carried out because employee saturation will make employees more committed and independent in completing work. Work rotation is mostly in accordance with the capabilities and skills possessed by employees.

Employee performance is shaped by quality, quantity, timeliness, effectiveness, and independence. The main thing that can improve performance is the timeliness reflected by respondents never leaving the workplace without permission. Performance is the extent to which employees have played their part in carrying out the organization's strategy, both in achieving specific goals related to individual roles and or by showing competencies that are declared relevant for the organization. Performance is a multi-dimensional concept that includes three aspects, namely attitudes, abilities, and accomplishments. As argued by Afandi (2018: 83) <sup>[1]</sup> which states that performance is the work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve corporate objectives legally, not violating the law and not in conflict with moral and ethics.

Doing work placement of employees at the right job position will affect the performance of employees in terms of the number and quality of work. The purpose of work placement is to place the right employees and positions that are in line with the employees' abilities and interests of employees so that existing employees become more productive. Appropriate work placement is a way to optimize skills, abilities, in achieving better work performance for employees so that the right position can help companies achieve their expected goals. As the opinion of Sastrohadiwiryono (2003: 138) <sup>[7]</sup> which states that the placement of employees is to place employees as elements of implementing work in a position that is in accordance with their abilities, skills, and expertise. Job placement is the process of assigning tasks and jobs to employees who pass the selection to be carried out in accordance with the predetermined scope, and employees are able to account for all risks and possibilities that occur on the work and duties, responsibilities and authorities. The results of this study are in line with Kavoo-Linge and Kiruri (2013) <sup>[10]</sup>, Djoharam *et al.* (2014) <sup>[3]</sup> which states that job placement has an effect on performance.

The application of an effective leadership style can improve employee performance. Indicators of leadership style that provide the greatest contribution in improving employee performance are the characteristics reflected in the leadership being generous to subordinates and leaders happy to be friendly. As the opinion of Afandi (2018: 86) <sup>[1]</sup> which states that one of the factors that influence performance is leadership, namely the behavior of leaders in directing employees to work. Employee performance is good if the leader can motivate appropriately and the leader has leadership skills that can be accepted by all employees and supports the creation of a better working atmosphere. In a company, a leader is needed to direct employees to run the company to achieve the expected goals. The results of this study are in line with Suryani (2015) <sup>[9]</sup>, Pawirosumarto *et al.* (2018) <sup>[8]</sup> which states that the leadership style has an effect on performance.

Employee performance can be improved through the

application of work rotation. Rotation can provide new freshness for employees who are saturated because of the length of time they work in certain positions, after rotation of the new work environment, it is hoped that it can trigger motivation to be more advanced and bring in better levels of employee performance. The challenge for the new challenge of the new job assignment is that it is expected to encourage employees to work even harder. Rotation is a natural thing for an organization, so employees must always be willing to be placed anywhere, and employees will continue to try to improve their performance and hold the pages provided. Rotation is one form of business for the development of more effective employee potential. In addition, this can be used as a means of evaluation, the rotation is believed to be able to improve employee performance, create employee creativity. Rotation can be used to determine potential in each employee so that the organization can place employees in accordance with the potential that the employee has. With rotation activities, employees obtain new knowledge that is in line with their potential and minimizes the level of boredom. The results of this study are consistent with the research of Burke (2000) <sup>[2]</sup> and Respect (2016) <sup>[4]</sup> which states that work rotation has a significant effect on performance.

## 5. Conclusion

Descriptive statistics show that work placement is formed by education, work knowledge, and work skills. The main thing that supports work placement is that work skills are reflected in the ability to work to determine the position of respondents in the workplace. The leadership style is shaped by nature, habits, temperament, character, and personality. The main thing that builds a leadership style is that it is reflected in the respondent's leader's pleasure in being friendly. Work rotation is shaped by employee abilities and employee knowledge. The main thing that can improve work rotation is the ability of employees to be reflected in the respondents working seriously. Employee performance is shaped by quality, quantity, timeliness, effectiveness, and independence. The main thing that can improve performance is the timeliness reflected by respondents never leaving the workplace without permission. Job placement, leadership style, and work rotation affect employee performance, which means that the better the work placement policy, supported by a good leadership style and the right rotation of work, can improve employee performance. Leadership style has a dominant influence on employee performance, which means that leadership style is a major consideration in improving employee performance.

## 6. Suggestion

With regard to matters that have been described above, there can be suggestions as follows: It is better if the work placement is adjusted to the background of the employee's knowledge in accordance with the position in the company. It is best for leaders to maintain the leadership style that has been applied so far and be honest with subordinates. In order for employee performance to improve, work rotation should be carried out in accordance with the capabilities of employees. For further researchers, it is hoped that they can conduct research development by using other independent variables, such as motivation, work discipline, and ability so that they can have a better influence on employee performance.



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