

The Role of Turnover Intention in Mediating Work Rotation on Work Productivity

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DOI: <https://doi.org/10.52403/ijrr.20220629>

ABSTRACT

This study aims to determine the direct and indirect effect of job rotation on work productivity through turnover intention. The target of this research was conducted at seven private universities in Medan. Where the total population is 728 with education. Then the sampling technique uses strata sampling. So 258 respondents were selected to be used as research samples to collect primary data through questionnaires. The study results show that 1) work rotation has no adverse effect on turnover intention. 2) direct work rotation has a significant effect on work productivity. 3) Directly, the turnover intention does not affect work productivity. 4) indirectly, turnover intention does not have a role in mediating job rotation on work productivity.

Keywords: Work Rotation, Turnover Intention, Productivity

INTRODUCTION

Human resources are the driving part of a company that has the potential to develop and actively encourage productivity in meeting company goals [1]. Human resource management (HRM) can be defined as the science and art of regulating the relationship and role of the workforce to be effective and efficient in the use of human capabilities to achieve goals in every company [2]. Human resource management is a science that studies how to empower

employees in the company, create jobs, and work groups, develop employees who have the ability, identify an approach to build employee performance, and reward them for their efforts at work. Human resources are a central figure in organizations and companies [3].

Education is the spearhead of a nation's progress in supporting national economic growth [4]. Developed countries such as America, Korea, Japan, Singapore, and Malaysia have made education a strategic factor in reducing the national unemployment rate. Quality education can produce quality and productive human resources. This encourages a country to become a developed and rapid country in the development of science and technology [5].

The role of universities in providing educational services through services in the field of education is by the community's needs [6]. It can be seen that the community as users of educational services is a group of people who have a direct or indirect interest in the implementation of education and its results which include educators (lecturers), education staff, students, the community, and the government [7]. The success of a university is strongly supported by the various parties mentioned above. One of the determining factors for the success of a university is the education staff or employees; this is because employees directly interact with students [8]. Employees are also the first to meet

students who will register for higher education. Apart from that, the staff also helps students a lot in various administrative activities [9].

In addition to dealing directly with students, employees also contact educators or lecturers instantly [10]. The excellent relationship between the two parties will create a more comfortable and conducive working atmosphere at work so that the process of operational activities at the university can run as it should. Based on the Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System, the role of education personnel in fulfilling the functions and duties of services in private universities is to carry out administration, management, development, supervision, and technical assistance to support the education process in academic units [11].

Lecturers are one of the essential elements in producing graduates who do not only work in government and private sectors with satisfactory academic grades but are required to create their jobs and master jobs. In this case, what is needed is the ability of skills. However, based on the author's research, more graduate students rely on the best academic scores to master the job market. Lecturer performance is an essential factor in improving graduates' readiness to master the world of work and ensuring quality management of higher education because the performance of lecturers is a

measure of the ability and competence of personnel in carrying out their duties and responsibilities [12].

Work productivity can be defined as the mental attitude that exists in employees. The mental attitude is always looking for improvements to what already exists. A belief that one can do a better job today than yesterday and tomorrow better than today [13]. To increase the productivity of its employees, organizations need to pay attention to the interests of employees who have various needs. The desire to fulfill these multiple needs is seen as a driving force for someone to do something, including doing work or work. Professional employees cannot escape the fact that they are individuals who also have needs, desires, and expectations from their place of work. The desire to fulfill this need will affect the work motivation that exists in each individual to do everything better than others in carrying out activities to achieve goals [14].

Based on data from the North Sumatra Region I Higher Education Service Institute in 2020, in Medan, there are 15 private universities with a total of 1096 educational staff. This data, if adjusted with article 10 paragraph 2 point C in Ministerial Regulation Number 100 of 2016, then the minimum number of academic staff (administrative staff, educational support staff, and library staff) in private universities in Medan is appropriate.

Table 1. Number of Education Personnel by Place of Work

No	University Name	Amount
1	Universitas Prima Indonesia	227
2	Universitas Islam Sumatera Utara	117
3	Universitas Muhammadiyah Sumatera Utara	81
4	Universitas Amir Hamzah	56
5	Universitas Medan Area	110
6	Universitas Pembangunan Panca Budi	66
7	Universitas Al Azhar	41
8	Universitas Muslim Nusantara Al-Wasliyah	56
9	Universitas Alwashliyah	36
10	Universitas Harapan	51
11	Universitas Cut Nyak Dhien	42
12	Universitas Dharmawangsa	48
13	Universitas HKBP Nommensen	67
14	Universitas Methodist Indonesia	71
15	Universitas Darma Agung	27
Amount		1.096

Source: PTS, Data processed by researchers, 2022

The description of the secondary data shows the phenomenon of the development of the number of education personnel at private universities in the city of Medan. These education staffs need attention and supervision to anticipate and overcome the emergence of low or narrow cultural openness, personal and organizational compatibility, and an unfavorable organizational climate which can hinder the achievement of the goals of private universities in Medan City.

In maximizing the work productivity of these employees by trying to minimize the level of turnover intention [15]. It can be known together that employees at private universities, in reducing the turnover intention, will be significantly influenced by various factors that come from management and can also be sourced from the interests of organizational units that have been the suppliers of university survival [16]. The phenomenon of existing problems can be seen from a decrease in work productivity, where individual factors from employees are the most dominant, for example, ability, inadequate abilities of each employee trigger less than the maximum work produced, then besides that the level of knowledge of some employees in carrying out their duties is still lacking. This is also a factor that must be considered, because if the company does not provide training for employees, knowledge will decrease and work productivity will not be optimal.

The work rotation applied to employees is expected to provide additional abilities and knowledge and reduce the level of employee job saturation [17]. This is what is expected by the University; with employee job rotation, it will be able to reduce the level of saturation and provide additional skills and knowledge. The process is carried out by moving employees from one field to another with the same level and responsibility without any change in salary. The results of research conducted by [18][19][20] found that there is a significant effect between the work rotation system on employee work productivity. Rotation of

work done well will make the organization or company more profitable. The placement of employees on a rotating basis better

Work rotation is carried out to reduce the saturation of employees or workers in daily work, which is usually saturated and even has the benefit of other goals so that employees can master and explore other jobs in different fields within the organization [22]. Employees or workers can experience boredom in work routines and, most importantly, employees who have not experienced job rotation due to this work saturation, namely, lack of work productivity, increased emotional self-employment, and even a willingness to resign from the organization where they work. Boredom at this job is due to routine work that lasts a long time and makes less challenging job responsibilities even less meaningful [23]. Existing regulations cannot carry out the fact that there is a job rotation in private universities. For example, there are special people or employees in certain positions who come from the foundation. Then the work rotation, which is felt to be still not having a positive effect on increasing turnover intention and work productivity, tends to create a sense of lack of confidence from the employees themselves because they are considered unable to work.

LITERATURE REVIEW

Work productivity

The work that will be produced is the realization of the goal. In terms of psychology, productivity shows behavior as the output of a process of various psychological components that underlie it. Productivity is nothing but talking about human or individual behavior, namely their productivity behavior, more specifically in work or work organization [24].

Productivity essentially includes an attitude that believes that today's work methods must be better than yesterday's work methods. The results that can be achieved tomorrow must be more or of higher quality than the results earned today

[25]. According to [26], productivity is a comparison between work results in the form of goods or services with the resources or energy used in a production process.

Productivity is a mental attitude that emphasizes continuous efforts to adapt the economic activity to changing conditions. The mental attitude to apply theories and methods and a firm belief in the progress of humanity [27]. According to [28], Work productivity is the ability to obtain the maximum benefit from the available facilities and infrastructure by producing optimal, if possible, maximum output. According to [29] states, the indicators used in measuring employee work productivity are as follows: responsibility, task execution, work quantity, and work quality.

Turnover Intention

Turnover Intention Desire is the intention that arises in individuals to do something. At the same time, Turnover is the cessation of an employee from his place of work voluntarily or moving from one job to another area of work [13]. High Turnover indicates that employees do not feel comfortable working in the company [30]. From an economic point of view, the company will incur quite a large cost because the company often conducts recruitment, training that requires very high costs, and other factors that make the work atmosphere less pleasant [24]. According to [2], turnover is how employees leave the organization and must be replaced. Meanwhile, according to [31], Turnover is an employee's desire to leave the company voluntarily or move from one place to another according to his own choice.

Turnover is grouped into several ways, including 1) Involuntary Turnover: resulting in dismissal due to poor performance and violation of work regulations. 2) Voluntary Turnover; employees leave the company of their own volition [32]. According to [33][34][35] states that turnover intention has a significant effect on employee work productivity. Meanwhile, according to

[36][37][38], This high turnover intention rate will hurt employee work productivity.

Work Rotation

If employees suffer from excessive routinization, they need to cope with their work; one alternative is job rotation. Job rotation is used when a particular activity is no longer challenging; the employee is transferred to another job at the same level with similar skill requirements. So job rotation can be interpreted as a periodic change of workers from one task to another [39]. Furthermore, job rotation can also be construed as the transfer of employees from one field to another with the same level and responsibility without any change in salary. The principle of flexibility is often used as the key to the success of an organization in facing business challenges both internally and externally so that the system used is rotation [31]

Work rotation can also be used as a program that companies can do to reduce the level of boredom of their employees because the activities carried out are only repetitive and no longer challenging [21]. On the other hand, job rotation has drawbacks where one has to readjust to the environment, new policies, and even new responsibilities. Individuals adapt to the work environment, but group members also have to adjust to new members [23]. With job rotation, a position or position will not be occupied by someone for a long time, so employees will not know in detail what opportunities can lead to fraud. In addition, work rotation is expected to be able to motivate employees to add experience and develop their potential [40]. To measure the job rotation, variables used three developed by [17], namely 1) Additional ability, 2) Additional knowledge, and 3) Work saturation level.

METHODS

This research is a type of quantitative research with an associative approach. The objects in this study are all employees who have been subject to job rotation at leading

private universities in Medan City, which are included in the top 7 based on UniRank in 2019, namely: Muhammadiyah University of North Sumatra, Medan Area University, Potential Main University, Al

Wasliah University, and Development University. Five Buddhas.

The population in this study were education staff from 7 private universities, as many as 728 employees. The following is the distribution of the study population:

Table 2. Population

No	University Name	Education Personnel	Accreditation Campus
1	Universitas Prima Indonesia	227	B
2	Universitas Islam Sumatera Utara	117	B
3	Universitas Muhammadiyah Sumatera Utara	81	A
4	Universitas Medan Area	110	B
5	Universitas Pembangunan Panca Budi	66	B
6	Universitas Muslim Nusantara Al-Wasliyah	56	B
7	Universitas Methodist Indonesia	71	B
Total		728	

Source: PTS Medan City, 2022

This sampling technique used Slovin's opinion in [41] by using the following formula:

$$n = \frac{N}{1 + N e^2}$$

Information:

n: Number of Samples

N: Total Population

e: Tolerable error in sampling is 0.05.

Based on the above formula, the number of samples in this study can then be calculated as follows:

$$n = \frac{728}{1 + 728 (0.05)^2}$$

$$n = \frac{728}{1 + 1.82}$$

$$n = \frac{728}{2.82}$$

$$n = 258,156 \text{ orang}$$

Table 3. Sampling

No	University Name	Education Personnel	Sampling
1	Universitas Prima Indonesia	227	80
2	Universitas Islam Sumatera Utara	117	41
3	Universitas Muhammadiyah Sumatera Utara	81	29
4	Universitas Medan Area	110	39
5	Universitas Pembangunan Panca Budi	66	23
6	Universitas Muslim Nusantara Al-Wasliyah	56	20
14	Universitas Methodist Indonesia	71	25
Jumlah		728	258

Source: Processed by Researchers (2022)

The research model used in this study is a tiered structure model. The SEM (Structural Equation Modeling) analysis technique is used to test the proposed hypothesis, which is operated through the AMOS (Analysis of Moment Structure) program. The variables

that will be observed in this study are limited as follows: work productivity (Y2), job rotation (X), and turnover intention (Y1).

RESULT

Hypothesis Test

Table 4. Hypothesis Test

Hypothesis	Original Sample (O)	Average (M)	STDEV	Statistic	P-Value	Conclusion
Job rotation-turnover intention	0,578	0,576	0,103	-1,495	0,166	Not significant
Job rotation-work productivity	0,646	0,636	0,088	5,364	0,001	Significant
Turnover intention-work productivity	0,435	0,445	0,0719	1,153	0,429	Not significant
Job rotation-turnover intention-work productivity	0,750	0,752	0,048	1,577	0,371	Significant

The Effect of Job Rotation on Turnover Intention

Directly, job rotation has no adverse effect on turnover intention. This shows that when job rotation continues to be increased, it will impact decreasing the level of turnover intention. The results of this study are in line with the results of previous studies, which stated that job rotation was able to reduce the level of turnover intention [42][22][43]. The implications of the findings in this study indicate that employees who are not given job rotation tend to feel bored. This boredom is caused by monotonous work. So the impact of this feeling of saturation makes employees want to stop working and look for new atmospheres and challenges. Therefore, every university constantly rotates work to refresh the position structure. Work rotation must also be adjusted to the ability of each employee. Experience and knowledge must be taken into consideration by leaders of private universities in providing new work positions for each employee. This is so that the level of turnover intention will be lower or even non-existent in private universities.

The Effect of Work Rotation on Work Productivity

Directly this work rotation has a significant effect on work productivity. The results of this study support the results of previous studies, which state that job rotation has a significant impact on work productivity [23][44][45]. The implications of the findings show that employees who have held more structural positions for more than four years tend to feel bored and less challenged. The existence of this work rotation requires that every employee is

expected to be able to adjust to his new position. In general, this work rotation is carried out not only for employees who are considered low in productivity, but also for employees with good performance to fill positions that have been considered unfavorable. The purpose of this is so that every employee is able to bring out all his potential abilities in solving problems that exist in private universities.

The Effect of Turnover Intention on Productivity

Directly, the turnover intention does not affect work productivity. The results of this study do not support the results of previous studies, which state that turnover intention has a significant effect on employee work productivity [46][34][32]—the implications of the findings in this study. The impact of the conclusions of this study indicates that employees who have a solid desire to resign tend to work optimally. Employees have a strong motivation to give the best for the university. This finding is based on the employee's intention to leave and look for another job because the employee is accepted in a better workplace than today. Usually employees are accepted as civil servants. So that employees want to give a good impression, where they enter well and leave in good condition. However, if the intention to stop working is due to employee dissatisfaction with the remuneration they receive, then the tendency of employees to work with a heavy heart and have an impact on decreasing work productivity.

The Effect of Work Rotation on Productivity Through Turnover Intention

Indirectly, turnover intention does not play a role in mediating work rotation on work productivity. The results of this study are not from the effects of previous studies, which stated that turnover intention has a role in mediating work rotation on work productivity [47][48][49]. The findings that the researchers got were that this rotation would affect the feeling of boredom or

boredom of employees in their positions. This work rotation makes employees feel more comfortable and more enthusiastic in carrying out their duties and responsibilities. Then when the college rotates some of these employees, they give a grace period before the employee fills his new position. It is intended that all unfinished reports will be prepared for the work position that has been left. The work rotation that is carried out certainly does not stop the employee from holding his job but is given a new place.

CONCLUSION

Based on the results and discussion, a conclusion can be drawn that 1) direct job rotation does not hurt turnover intention. 2) direct work rotation has a significant effect on work productivity. 3) Directly, the turnover intention does not affect work productivity. 4) indirectly, turnover intention does not have a role in mediating job rotation on work productivity.

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How to cite this article: Hendry, Syaifuddin, Sofiyan et.al. The role of turnover intention in mediating work rotation on work productivity. *International Journal of Research and Review*. 2022; 9(6): 269-277. DOI: <https://doi.org/10.52403/ijrr.20220629>
