

Analysis of Job Rotation and Position Promotion on the Performance of National Social Security Agency for Employment Employees

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ABSTRACT

Submitted: **Purpose of the study** — This research aims to determine and analyze the effects of job rotation and job promotions on employee performance at BPJS Employment Karawang.
05-17, 2024

Research method— The study employs qualitative descriptive methods, utilizing interviews and observations. A total of 3 respondents were involved in the research.

Accepted: **Result**— The findings indicate that: 1) job rotation is conducted according to management needs, typically lasting between 2 to 5 years; 2) promotions are based on assessments, and those who pass are elevated to higher positions; 3) employee performance improves after job rotation and promotions, measured by Key Performance Indicators (KPIs), which are considered effective in providing enriching experiences and minimizing personal conflict.
11-25, 2024

Published: **Conclusion**— Job rotation and promotions contribute positively to enhancing employee performance at BPJS Employment Karawang.
01-15, 2025

Keywords: *BPJS Employment, Employee Performance, Position Promotion, Job Rotation.*



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INTRODUCTION

In the era of the industrial revolution 4.0, many companies are increasingly competitive and carry out many innovations as a strategy to improve the quality of their companies to achieve certain goals. The role of human resources in a company is very important because they are the ones who determine the future fate of the company, this encourages companies to improve the quality of quality and competent human resources in order to compete with other companies. Every company must maintain the work performance of existing human resources. One way to improve human resources in a company is management. Management is the main milestone for how a company grows and develops.

Performance is a picture of the level of success or failure of the implementation of the main tasks and functions of the organization in realizing the goals, objectives, missions and visions of the organization. In determining employee performance, the company should have several components that are used as performance measurement tools, including: quality of work, employee honesty, initiative, attendance, attitude, cooperation, reliability, knowledge of work, responsibility and utilization of working time. So if the company feels that the performance components above are decreasing, the company must immediately look for the factors causing the decline.

Job rotation is useful not only to eliminate boredom for each employee but also to increase employee knowledge in new jobs so that employees can be developed. In this case, job rotation is expected to reduce monotony or boredom at work, prepare better work management, and improve employee performance. One of the things that affects performance besides job rotation is job promotion where job promotion is employees promoted by the company for their performance.

Job promotion can also be a measure of employee performance achievement if employees have good quality and good achievements then they will be promoted by their superiors for their performance. Employees who get job promotions must meet the predetermined criteria so that they can facilitate the promotion of these employees. The research that I will do at BPJS Ketenagakerjaan Karawang Branch.

BPJS Ketenagakerjaan (BPJAMSOSTEK) is a guarantee program for workers against all kinds of risks faced in work, both economic and social risks. BPJS Ketenagakerjaan guarantees work accidents, old age, death, and health care. Function of BPJS Employment As a labor protection insurance agency, the Karawang BPJS Employment Office is located at Jalan Surotokunto Number 38, Adiarsa Timur, Karawang Timur District, Karawang Regency, West Java 41311.

The problem at the Karawang BPJS Employment Branch is not achieved because employees are not rotated in one department which causes employees' ability to do other people's work to not be carried out properly. The absence of work rotation can result in a lack of understanding between teams regarding each other's duties and responsibilities, resulting in employees' inability to carry out their colleagues' work efficiently. Job promotions that do not run well, where promotions are more based on the level to be promoted by conducting access and submission of work units from each transparently when they have worked at BPJS Employment for at least 6 months to 2 years or according to the performance carried out.

Table 1. Key Performance Indicators.

No	Description	Target	Achievement	Remarks
1.	Human Resources Department (HR) - Complete JKM, JKK and JHT data.	100%	90%	Not achieved.
2.	Department of Finance - Financial reports for the program.	100%	90%	Not achieved.

Source from BPJS Employment

The objectives of this study are as follows: 1). To find out, analyze and explain how job rotation is in BPJS Ketenagakerjaan. 2). To find out, analyze and explain how job promotion is in BPJS Ketenagakerjaan. 3). To find out, analyze and explain employee performance after job rotation and promotion in BPJS Ketenagakerjaan.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

Management

According to G.R Terry (2018:2) translated by R. Supomo and Eti Nurhayati, management is a unique process consisting of planning, organizing, directing and controlling actions carried out to determine and achieve predetermined goals through the utilization of human resources and other resources.

According to Stoner translated by Handoko (2015:8), management is the process of planning, organizing, directing and supervising the efforts of members of the organization and the use of other organizational resources in order to achieve predetermined organizational goals.

Based on several definitions of management from experts, it can be concluded that management is the science and art used to regulate the process of utilizing human resources and other resources effectively and efficiently to achieve predetermined goals.

Human Resource Management

According to Marwansyah (2014:3-4) argues that human resource management can be interpreted as the utilization of human resources in an organization which is

carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation, welfare, occupational safety and health and industrial relations.

According to Edy Sutrisno (2016:6) Human Resource Management (HRM) is: Planning activities, procurement, development, maintenance, and use of human resources to achieve goals both individually and organizationally.

Based on several opinions above, it can be concluded that human resource management has an important role in meeting human resource needs from planning to dismissal of human resources which aims to assist in achieving organizational goals.

Job Rotation

According to Pandi Afandi (2016:27) Job rotation is a movement from one job to another which usually does not result in changes in salary or rank. According to Pandi Afandi (2016:26) Job rotation is the change of an employee's period from one task to another, the company uses job rotation as a means to realize high performance.

From the definition above, it can be concluded that job rotation is a process of moving employees from one job to another horizontally without causing changes in salary or rank with the aim of improving employee knowledge, experience, insight, expertise and to overcome boredom.

Purpose of Job Rotation

According to Pandi Afandi (2016:28) the purpose of job rotation is to provide employees with more variety in their work. Job rotation moves employees from one field to another. Employees are trained and given the opportunity to do two or more jobs in a rotation system.

Dimensions and Indicators of Job Rotation

The following are the dimensions and indicators of the job rotation variable According to Ortega and Mangiapane as quoted by Rombe (2019:8) including:

1. The rotation process as an additional ability.
2. Rotation is an additional employee knowledge,
3. Rotation is one way to overcome the level of boredom at work,

Job Promotion

According to Badriyah (2015:218) Job Promotion is an award with a promotion in an organization or agency, both in government and non-government (private). According to Firmansyah (2019:79) Job promotion is the division of authority and

responsibility of higher position holders in an organization that demands greater rights, status and renewal.

From the definition above, it can be concluded that job promotion is an award with a promotion, a transfer from one position to another position that has a higher status and responsibility.

Job Promotion Objectives

The objectives of job promotion according to Pandi Afandi (2016:19) are:

1. To provide recognition for high work performance.
2. For personal satisfaction and pride, higher social status, and higher income.
3. To stimulate employees to be more enthusiastic about working, highly disciplined, and increase their performance.

Dimensions and Indicators of Job Promotion

According to Gary Dessler (2017:359) there are 4 dimensions and indicators of promotion, namely:

1. Position advancement
2. Responsibility
3. Salary increase
4. Employee satisfaction

Employee Performance

According to Mangkunegara Performance is (2017:67) the results of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is a function of motivation and ability. According to Sembiring (2020:15) Performance is the effect of quality work and capacity achieved by individual companies to carry out work based on pressure or tasks assigned by the company. Based on the results of several definitions concluded by the experts above, employee performance is the result of improving a company in achieving organizational goals and providing benefits to the company.

Factors Affecting Employee Performance

Factors that affect employee performance, both work results and behavior according to Kasmir (2016: 189-193)

1. Ability and Expertise Is ability.
2. Knowledge It means knowledge about work.
3. Work design Is a job design that will make it easier for employees to achieve their goals.

Dimensions and Indicators of Employee Performance

According to Wibowo (2017: 85) there are several dimensions and indicators of employee performance, namely:

1. Objectives
2. Standards
3. Feedback
4. Tools or Facilities
5. Competence
6. Motivation
7. Opportunities

B. HYPOTESIS DEVELOPMENT

Based on the literature review and the objectives of the study, the following hypotheses are proposed:

1. Hypothesis 1 (H1): Job rotation has a positive effect on employee performance at BPJS Employment Karawang. This hypothesis posits that implementing job rotation can enhance employees' skills and reduce monotony, leading to improved performance.
2. Hypothesis 2 (H2): Job promotion positively influences employee performance at BPJS Employment Karawang. This hypothesis suggests that employees who are promoted based on their assessments will demonstrate higher motivation and performance levels due to recognition and increased responsibilities.
3. Hypothesis 3 (H3): There is a simultaneous effect of job rotation and job promotions on employee performance at BPJS Employment Karawang. This hypothesis indicates that both practices, when applied together, contribute significantly to enhancing overall employee performance.

These hypotheses will be tested through qualitative analysis to determine the impact of job rotation and promotion on employee performance within the organization.

METHOD

The research method used is a qualitative method and produces descriptive data in the form of written or spoken words from people and observed behavior (Bogdan & Taylor in Sujarweni, 2015:22) the main purpose of qualitative research is to understand social phenomena or symptoms by providing a clear description of the phenomenon.

Research Object

The research was conducted directly at the research location of the Karawang BPJS Ketenagakerjaan Office located at Jalan Surotokunto No.38, Adirsa Timur., East Karawang District, Karawang, West Java 41311.

Table 2. List of Names and Positions of Informants at the Karawang BPJS Ketenagakerjaan Branch Office.

No	Informant Name	Position
1.	Dika Nurzaman	Risk Management
2.	Fani Zanirrah K	Senior Financial Manager (Main B) Karawang Branch Office
3.	Diaz Ayuni	Secretary

Source: Karawang BPJS Ketenagakerjaan Office (2023)

Data Collection Method

The research method used is a qualitative method and produces descriptive data in the form of written or spoken words from people and observed behavior (Bogdan & Taylor in Sujarweni, 2015:22) the main purpose of qualitative research is to understand social phenomena or symptoms by providing a clear description of the phenomenon.

Data Analysis Technique

The data that has been collected is then analyzed so that it can be presented in a more detailed and structured form to provide complete and useful information. The stages carried out in the data analysis process are:

1. Data Reduction,
2. Data Presentation.
3. Data Verification or Conclusion.

Data Instrument

According to Sugiyono (2019:156) a research instrument is a tool used to measure natural or social phenomena that are observed. The instruments used in qualitative research are interviews and observations, the output of which will produce a detailed explanation in the form of writing or words. Qualitative research is conducted to find out what actually happens in a case or phenomenon that occurs. Interviews are conducted to find out the opinions of individuals who play a role in the phenomenon being studied that actually occurs.

RESULTS AND DISCUSSION

A. RESULTS

Job Rotation (X1)

Table 3. Result of interview job rotation

No	Informant Name	Question	Answer
1	Dika Nurzaman (Risk Management)	How is the work rotation at BPJS Employment?	<p>Job rotation in BPJS Ketenagakerjaan is done according to management needs, and in terms of experience, at least 2 years for a maximum of 5 years in one placement, must have moved.</p> <p>To get job rotation, see from the ability and for After being rotated, there must be an increase in knowledge because the level of workload is different, and the cultural environment is definitely different.</p> <p>Very helpful for boredom after being rotated</p> <p>Job rotation has been regulated according to the board of directors for equivalent staff at least a maximum of 5 years must be rotated must have moved and the fastest 6 months.</p>
2	Diaz Ayuni (Secretary)	Is job rotation seen from the perspective of ability, knowledge and does rotation reduce boredom?	<p>Yes, it increases the ability and knowledge related to work in various fields.</p> <p>Yes, of course, apart from ability, it is also seen from our development as employees to improve performance and experience. Of course, it reduces boredom. Because we face new challenges in a new workplace.</p>
3	Fani Zanirrah K (Associate Financial Manager)		<p>Job rotation in BPJS Ketenagakerjaan is done according to management needs, and in terms of experience, at least 2 years for a maximum of 5 years in one placement, must have moved.</p>

Based on the results of interviews with 3 respondents, job rotation is carried out according to management needs, which can be seen from the ability, knowledge and saturation. Of the three respondents, all agreed that job rotation can reduce saturation. And for employees, work can be rotated for 2 years and a maximum of 5 years in one placement must have moved, Job rotation is seen as a way to measure employee abilities, by expecting

employees to be more advanced and with job rotation as a career development for employees and job rotation in BPJS employment is able to bring increased knowledge from different levels of workload.

Position Promotion (X2)

Table 4. Interview results regarding job promotions

No	Informant Name	Question	Answer
1.	Dika Nurzaman (Risk Management)	How do you get a job promotion at BPJS Employment?	For promotion, there are levels to move up to a high position, by conducting a direct assessment if you pass, then you will immediately receive young leadership training for the promotion of the application unit from each division is carried out transparently.
		What is your opinion regarding position advancement, increased responsibility, salary increase and its impact on employee job satisfaction at BPJS Employment?	We promote positions by looking at performance, if the performance is good, they will definitely be promoted to a higher level even though the level is the same but they go up to a higher branch. For higher positions, job descriptions already exist for each division. So when employees are promoted to a higher level, their level of responsibility will definitely be increased. Salary increases are in line with the position attached to the employee's position. For staff, the salary has been determined. Certainly when given a promotion, psychologically, employees are appreciated by the company, given a reward for what they have done, in return the company gives a job promotion or salary increase.
2.	Diaz Ayuni (Secretary)		Job promotions to be able to move up to the level of the head of the division must have taken several assessments to qualify for promotion. The more advanced because job rotation and promotion make employees refresh their work spirit and new atmosphere. Job rotation without promotion has no more responsibility, job rotation between positions at the same level, different fields, excessive responsibility to learn again from scratch. But for job

No	Informant Name	Question	Answer
			promotion means from staff to head, the responsibilities are clearly different. Because they already have subordinates. Each employee already has a range for
3.	Fani Zanirrah K (Associate Financial Manager)	salary according to their position. With KPI and the performance of each employee.	

Based on the results of interviews with 3 respondents, job promotions at BPJS employment are carried out through assessments. If they pass the assessment, they will be promoted to a higher level of position, even though the position level is the same but they will go up to a higher branch. The promotion process is carried out through assessments and if they pass, employees will immediately receive young leadership training in preparation for promotion. And salary increases are linear according to the attached position, and job promotions are also related to psychological assessments of employees who feel appreciated and supported by the company.

Employee Performance (Y)

Table 5. Interview results regarding employee performance

No	Informant Name	Question	Answer
1	Dika Nurzaman (Risk Management)	How is employee performance after being rotated and promoted in BPJS Employment?	The performance is quite good after job rotation and promotion. Why is it better? Because firstly, to enrich our experience, we are not in one place, and to minimize personal conflicts of interest of employees, so we do it transparently. The core performance of employees after job rotation and promotion improves.

No	Informant Name	Question	Answer
2	Diaz Ayuni (Secretary)	Are the appropriate goals expected?	Every employee in BPJS employment has a name for individual key performance indicators, each employee already has a standard performance value, the target has been determined by management at the beginning of the year. BPJS employment sets performance standards according to each division according to the vision and mission of BPJS employment, every year the target must be different, BPJS employment will definitely evaluate later when the target is achieved and BPJS employment will have a return or reward.
		What are the standards? What feedback should be given? Are there any tools or suggestions to measure it? And do the rotated and promoted employees have the competence and are they motivated to advance? And are the employees' opportunities for promotion.	Job promotion to be able to move up to the level of head of division must have taken several assessments to qualify for promotion.

No	Informant Name	Question	Answer
3	Fani Zanirrah K (Associate Financial Manager)		<p>As expected because BPJS employment has the name of individual key performance and our work unit is a guide for employees to be called successful if all parameters in the KPI (key performance indicator) of individuals and KPI units are at least 100% because there are indicators up to 120% and unlimited. Each job description has a board of directors regulation, a list of jobs and work standards already exist. In BPJS employment, it has been working on every day is KPI with a work program guide and board of directors regulations for evaluation, both regional offices and head offices like to hold monitoring evaluations, regional offices have been scheduled once a week and the head office already has a predetermined schedule. which is adequate to improve employee competence and management provides a forum for employees to get training or assessment.</p> <p>It's quite good, because employees are growing by facing new challenges.</p>

No	Informant Name	Question	Answer
			As expected, the standard depends on the job desk of each employee. Here, SOP (standard operating procedures) have been carried out for each employee's KPI, then an evaluation is carried out. In BPJS employment, digital is used to support productivity. Yes, of course, employees who are rotated and promoted have competencies that are assessed by each employee's KPI. The necessities of life because BPJS employment is a government program, we must provide the best service. The opportunity for employees to be promoted is very open for employees who want to move forward and are adjusted to management needs.

Based on the results of interviews with 3 respondents at BPJS Employment, employee performance after being rotated and promoted has improved, with the use of key performance indicators (KPI) as employee performance standards that are considered effective and provide enrichment of experience and minimize personal conflict. Performance standards determined by management. Technology that uses digital to improve employee performance productivity. While training programs are given once a year. Employee opportunities to be promoted are wide open to anyone who gets the chance to be promoted.

B. DISCUSSION

Job Rotation Description Analysis

Based on the results of interviews with 3 respondents that job rotation in BPJS employment by looking at the ability, knowledge and saturation of the three respondents all agreed that job rotation is carried out according to management needs. And for employees can be rotated for 2 years and a maximum of 5 years in one placement must have moved, Job rotation is seen as a way to measure employee abilities, with the expectation that employees will be more advanced and with job rotation as a career development for employees and job rotation in BPJS employment is able to bring increased knowledge from different levels of workload and cultural environment in each work unit. 3 respondents agreed that job rotation is very helpful in reducing boredom and boredom at work.

Job Promotion Description Analysis

Based on the results of interviews with 3 respondents Job promotions are carried out through assessments if they pass the assessment they will be promoted to a higher level of position. even though the level of position is the same but they go up to a higher branch. The promotion process is carried out through assessments and if they pass, employees will immediately receive young leadership training in preparation for promotion. Linear salary increases by following the attached position, and job promotions are also related to psychological assessments of employees feeling appreciated and supported by the company.

Employee Performance Description Analysis

Based on the results of interviews with 3 respondents at BPJS Ketenagakerjaan, employee performance after being rotated and promoted to a position has improved, with the use of key performance indicators KPI as a more effective employee performance standard in assessing employee performance, providing enrichment of experience and minimizing personal conflict. Performance standards determined by management and routine evaluations are carried out to ensure target achievement. And technology that uses digital to improve employee performance productivity. While training programs are given once a year. Employee opportunities to be promoted are wide open to anyone who gets the opportunity to be promoted..

CONCLUSION

Based on the descriptions that have been presented in the previous chapter, several conclusions can be drawn as follows:

1. Job rotation is carried out according to management needs, job rotation is carried out for 2 years to 5 years.
2. Job promotion through assessment if declared to have passed the assessment will be promoted to a higher level of position.
3. Employee performance after job rotation and job promotion, employee performance becomes better, with the use of KPI as a more effective employee performance standard in assessing employee performance and providing enrichment experience and minimizing personal conflict.

Based on the conclusions above, job rotation in a company can eliminate boredom because job rotation is very much needed so that employees have the ability, knowledge and insight in their work. Job promotion in a company must be carried out according to management needs, employees who have worked for 5 years with good performance can be

promoted through an assessment after being declared to have passed, then the employee is entitled to occupy a higher position. Efforts to expand the job rotation program and ensure transparency in the promotion process can strengthen the positive impact on employee performance.

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