

The Influence of Job Rotation and Communication on Job Performance at the Bogor Customs and Excise Supervision and Service Office

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ABSTRACT

This research aims to analyze the effect of work rotation and communication on work performance at the Bogor Customs and Excise Supervision and Services Office. Job rotation is a human resource management strategy used to develop employee skills and increase work motivation through moving employees between job posts. Communication, both vertical and horizontal, plays an important role in maintaining the efficient flow of information and building harmonious working relationships. This research uses quantitative methods with a survey approach. The research results show that work rotation and communication have a positive and significant effect on employee work performance, either partially or simultaneously. These two variables together make a big contribution to increasing employee work performance in the Bogor Customs and Excise office environment. These findings show the importance of implementing planned and effective work rotation, as well as good communication management to improve employee performance. The practical implication of this research is that organizations can consider improving job rotation programs and strengthening internal communication systems to achieve operational and strategic goals.

INTRODUCTION

Employee work performance is important for organizational success because high-performing employees tend to be more productive, efficient, and able to make positive contributions to achieving organizational goals. The impact of high work performance includes increased productivity, increased efficiency and improved overall organizational performance, which leads to success in achieving targets, customer satisfaction and better competitiveness in the market.

The Bogor Customs and Excise Supervision and Services Office is a government agency under the Directorate General of Customs and Excise, Ministry of Finance of the Republic of Indonesia. Customs and Excise Supervision and Service Office Bogor is responsible for supervision and service in terms of export, import and excise goods traffic in the Bogor area and its surroundings. Their main role includes implementing laws and regulations in the field of customs and excise, supervising goods entering and leaving through ports or borders, as well as handling administration and determining import customs and excise rates. Apart from that, Customs and Excise Supervision and Service Office Bogor also plays a role in preventing smuggling and circulation of illegal goods, as well as providing fast and precise services to service users to support the smooth flow of trade and industry in its area.

Work supervision by Customs and Excise Supervision and Service Office Bogor employees is the process of monitoring organizational activities to ensure that organizational goals are achieved according to expectations. However, supervision from superiors over employee work is not carried out routinely and periodically, so many employees make mistakes in their work and it takes a long time to complete them. It is best for superiors to supervise every time employees work to prevent mistakes and ensure good results. With supervision, irregularities in the use of resources and implementation of activities can be prevented.

Employee work performance is a very important factor in achieving organizational goals because it contributes to the continuity of the organization. Employee work performance is related to achieving the expected results, where work must produce something in accordance with expectations, namely achieving the desired optimal results. Employee work performance is a crucial element in efforts to achieve organizational goals, so the organization tries to improve it.

Employee work performance is related to the results of their work in carrying out their duties, which directly influences the achievement of organizational goals. One strategy to improve employee work performance is to carry out appropriate placements. Appropriate placement ensures that employees are placed in positions that match their skills and abilities so that employees feel valued and recognized by the organization. This not only makes employees feel comfortable, but also increases their motivation to make maximum contributions to the organization.

Rotation can improve employee skills and knowledge by providing

broader experience and in-depth understanding of various aspects of company operations. In addition, job rotation can reduce boredom because employees are not trapped in a monotonous routine, thereby increasing motivation and job satisfaction. Studies and literature support the positive influence of job rotation on employee work performance, such as research (Adilla, 2022) which shows that employees who are involved in job rotation tend to have more diverse skills, high adaptability, and better levels of creativity and innovation. These results overall contribute to improved individual and organizational performance.

Communication in an organization is the process of exchanging information, ideas, and instructions between employees and management to achieve common goals. Effective communication is essential because it ensures that all members of an organization understand their goals, roles, and responsibilities, and allows for good coordination and informed decision making. The impact of poor communication includes misunderstandings, conflict, reduced productivity, and low employee job satisfaction, which ultimately harms the overall performance of the organization. Studies and literature show that effective communication is directly related to increasing employee work performance; for example, research (Suryani, 2019) has found that clear and open communication increases employee motivation, engagement, and commitment, and encourages a more collaborative and productive work environment.

Job rotation and communication are interrelated in the context of improving employee work performance. Job rotation allows employees to gain diverse experience in different parts or departments within the organization, thereby broadening their understanding of company operations and increasing the skills and knowledge that can be applied to their duties. Meanwhile, effective communication between management and employees is important in informing organizational goals, providing constructive feedback, and facilitating good coordination between teams and departments. When job rotation is supported by good communication, employees can better understand the organization's expectations and needs, feel more involved in the decision-making process, and are better able to adapt to organizational changes. Together, job rotation and effective communication contribute to increased employee motivation, engagement, and productivity, and ultimately improve the overall performance of the organization.

The aim of this research is to identify and analyze how work rotation and communication influence employee work performance at the Bogor Customs and Excise Supervision and Service Office. This research is important because it will provide an in-depth understanding of how job rotation practices and effective communication can increase employee engagement, motivation, and productivity in this complex customs and excise environment. It is hoped that the results of this research can provide strategic guidance for HR management in the office to improve operational efficiency and service quality. In addition, this research is also expected to provide a valuable contribution to the human resource management literature by expanding understanding of the

relationship between job rotation, communication, and job performance in the context of public organizations such as Customs and Excise.

LITERATURE REVIEW

Human Resource Management

According to Malayu SP Hasibuan (2016:9), "management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals." Hasibuan (2017, p.10) states that human resource management is a combination of science and art in managing the interactions and contributions of the workforce to play an active and efficient role in achieving organizational, individual and societal goals.

Anwar Prabu Mangkunegara (2013:2) stated that, "Human resource management is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals. " Sedarmayanti (2015:13) states that, "Human resource management (HRM) is the policies and practices that determine the 'human' aspect or human resources in management positions, including recruiting, screening, training, rewarding and assessing."

Job Rotation

According to Nanda et al. (2014:48), job rotation is the transfer of employees from one division to another with equal responsibilities and levels, without any change in financial compensation. The practice of job rotation is often carried out by companies or institutions for employees who have worked for a long time. According to Mohan and Ghomathi (2015:210), job rotation is a form of transferring employee tasks carried out by company management to gain experience in the organization.

Idris (2012) explains that work rotation involves the transfer or rotation of work placements from one location to another, for both structural and functional positions, from one position to another according to established policies. Nursanti (2014) states that changes in position, rank or compensation are not included in the job rotation process. Sumarwoto (2011) defines job rotation as the process of transferring officials from structural or functional positions to other positions in accordance with officially implemented policies.

Robbins and Judge (2008:272) state that "job rotation indirectly provides benefits for the organization because employees who have more skills provide flexibility in planning work, adapting to changes, and filling vacancies. With job rotation, employee performance can increase." Santoso and Riyardi (2012:27) explain that work rotation acts as a method to facilitate learning, refresh and overcome boredom from previously carried out tasks.

Communication

Communication is the interaction and exchange of information between

individuals or groups of humans. In everyday life, communication is an important part of human existence, whether we realize it or not. Since birth, humans have begun to interact with their environment (Widjaja, 2008:1). Flippo (in Mangkunegara, 2011: 145) describes communication as a process that allows other people to interpret ideas or messages, especially as intended by the speaker or writer.

Marwansyah (2014:321) emphasizes that the essence of communication is the transfer of meaning. Without information or ideas conveyed, communication will not occur.

Communication also involves achieving an understanding of meaning. To be successful, the message must be conveyed clearly and understood by the recipient. Suprpto (2011:6) defines communication as "a process of interaction that has meaning between fellow humans."

Communication is a vital aspect in the context of literature studies, influencing various organizational aspects such as employee engagement, team effectiveness, and achieving strategic goals. In the management literature, research has highlighted the importance of effective communication in creating a collaborative work environment, increasing job satisfaction, and promoting individual and team performance.

Employee Job Performance

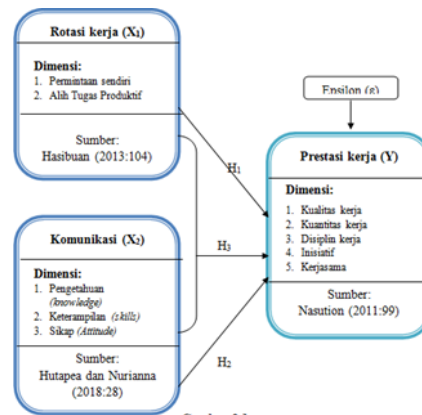
The word "performance" comes from the Dutch "prestaties" which refers to results that have been successfully achieved. Work performance, or job performance, describes the level of success of an employee in completing his or her tasks.

Handoko (2007:135) revealed that work performance is a result obtained by the organization and is used as an evaluation or assessment tool for employees. Robbins (in Wijono, 2010:79) explains that work performance refers to an employee's efforts in achieving company goals.

Rivai (2011:274) describes work performance as a process in which organizations assess or evaluate employee performance. According to Byars and Rue (in Sutrisno, 2009: 150), work performance reflects a person's level of skill in carrying out their job duties, which shows the individual's ability to meet job standards.

Framework

According to Sugiyono (2009:47) "A framework of thinking is a conceptual model of how theory relates to various factors that have been identified as important problems". To provide a clearer explanation or illustrate the concepts in this research.



Hypothesis

Based on the theory that is the basis and framework of thought above, the hypothesis that the author proposes in this thesis research is as follows:

- H1: There is an influence of job rotation on work performance at the Bogor Customs and Excise Supervision and Service Office.
- H2: There is an influence of communication on work performance in the office Supervision and Services of Bogor Customs and Excise.
- H3: There is an influence of job rotation and communication on work performance at the Bogor Customs and Excise Supervision and Service Office.

METHODOLOGY

Types of Research

The data used in this study is quantitative data, which is data in the form of numbers. According to Sugiyono (2012), "quantitative data is data in the form of numbers or qualitative data that is scored." According to Nur Indriyanto and Bambang Supomo (2012) "The descriptive method is the process of transforming research data into tabulated form so that it is easy to understand and interpret". Associative refers to research that aims to understand the relationship or influence between two.

Population, Sample and Population Sampling Methods

According to Sugiyono (2014: 80), "population is a generalization area that includes objects or subjects with certain qualities and characteristics determined by researchers to study and draw conclusions." In this research, the population consisted of 93 employees of the Bogor Customs and Excise Supervision and Services Office who were taken using the total sampling method. According to Sugiyono (2013:124), total sampling or saturated sampling is a technique where all members of the population are taken as respondents or samples. Using a total sampling technique, a sample of 93 employees was taken at the Bogor Customs and Excise Supervision and Services Office.

Data Analysis Technique Instrument Validity Test

Validity measures the extent to which an instrument can measure the particular concept intended (Sekaran, 2006:39). To test this validity, you can use the product moment correlation technique formula as follows:

$$r_{xy} = \frac{n(\sum \Xi \Psi) - (\sum \Xi)(\sum \Psi)}{\sqrt{n(\sum \Xi^2) - (\sum \Xi)^2} \cdot \sqrt{n}}$$

Information:

- r_{xy} = Correlation coefficient between X and Y
- $\sum XY$ = The number of multiplications between X and Y
- $\sum X^2$ = Amount X squared
- $\sum Y^2$ = Amount Y squared
- n = Number of samples

The basis for making decisions in the validity test is as follows:

- a. If the r value is positive and the r result is greater than r table, then the item is considered valid.
- b. If the r value is negative and the r result is less than r table, or if the r value is negative result is greater than r table, then the item is considered invalid.

A questionnaire is considered valid if the calculated r value (r_{xy}) is greater than the table r value (at the 5% significance level).

Instrument Reliability Test

Reliability testing indicates the extent to which an instrument can provide consistent results even though measurements are carried out repeatedly.

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S^2 - \sum \pi_i q_i}{S^2_t} \right]$$

Information:

- r_1 = Overall internal reliability instrument
- k = Number of Items in the instrument
- π_i = Proportion of the number of subjects who answered item 1
- q_i = $I - P_i$
- s^2 = Variance total

The basis for making decisions in reliability testing in this research is as follows:

- 1) If the r_{α} value is positive and r_{α} is greater than r_{table} , then the item or variable is considered reliable.
- 2) If the r_{α} value is negative and r_{α} is less than r_{table} , or if the negative r_{α} value is greater than r_{table} , then the item or variable is considered unreliable.

Analysis Method And Testing Hypothesis Multiple Linear Regression Analysis

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Sugiyono (2008:277) explains that "multiple linear regression analysis is used to predict how the value of the dependent variable will change when the value of the independent variable is increased or decreased." Sugiyono (2008:277) formulated multiple linear regression analysis as follows:

$$Y = a + b_1 X_1 + b_2 X_2$$

Information:

Y = Employee performance

a = Constant

X1 = Work rotation

X2 = Communication

b1 = Regression coefficient of Rotation Work

b2 = Regression coefficient of Communication

Hypothesis Testing Techniques

a. t test

According to Ghazali (2016:97), the t test basically indicates how much influence an independent variable individually has on variations in the dependent variable. The t test formula according to Sugiyono (2005:223) is as follows:

$$t = \frac{r \sqrt{n-2}}{\sqrt{1-r^2}}$$

Information:

t = Correlation test statistics (tcount)

r = Correlation coefficient

n = Number of samples

r² = Coefficient of determination

According to Sugiyono (2011:97), testing is carried out by following predetermined criteria for making decisions regarding the proposed hypothesis.

❖ If tcount ≤ ttable then H0 is accepted and Ha is rejected.

❖ If tcount > ttable then H0 is rejected and Ha is accepted.

b. F test

The F test is used to determine whether together the independent variables

have a significant influence on the dependent variable. The F test formula according to Sugiyono (2004:190) is as follows:

Information:

F = F value (F count)

R² = Coefficient multiple correlation

K = Number of independent variables

n = Sample size

The basis for decision making is as follows

- 1) If $F_{count} < F_{table}$, then H_0 accepted.
- 2) If $F_{count} > F_{table}$, then H_0 rejected.

RESEARCH RESULTS

Hypothesis Results

Effect of Job Rotation (X1) on Job Performance (Y)

The analysis results show that the t value calculated Work Rotation (X1) of 4,718 is greater than ttable (1,986), so H_0 is rejected and H_a is accepted. This indicates that Job Rotation (X1) has a significant effect on Job Performance (Y). A high level of job rotation will improve work performance.

One of the main impacts is increasing competence and skills. By changing positions, employees get the opportunity to learn different aspects of the job. This expands their knowledge and hones new skills, ultimately improving their ability to complete tasks more efficiently and effectively.

Apart from improving skills, job rotation also plays a role in maintaining employee motivation and morale. Monotonous work routines can lead to boredom, but with job rotation, employees face new, interesting challenges. This challenge provides encouragement to learn and develop, thereby increasing enthusiasm for work. This high motivation directly contributes to increased work performance, because employees are more enthusiastic and productive in carrying out their duties.

Job rotation also supports employee career development by introducing employees to various functions and responsibilities. This allows employees to discover their true interests and talents, which may not be apparent if they only work in one position. By understanding their strengths and weaknesses in various positions, employees can plan a better career path and contribute more to the organization. This opportunity for growth also creates a higher sense of appreciation and loyalty to the company.

Implementing work rotation also strengthens collaboration and communication between departments. Employees who are transferred to different parts of the organization gain insight into how other departments work and what challenges they face. This knowledge facilitates better collaboration and more effective problem solving across the organization. Good communication between departments is very important to achieve organizational goals and improve overall work performance.

But even though it has many benefits, job rotation also requires careful planning and implementation. Employees may need time to adjust to a new position which temporarily reduces productivity. Therefore, support in the form of training and coaching is very necessary to ensure a smooth transition.

With proper management, job rotation can be an effective strategy for improving employee work performance at the Bogor Customs and Excise Service and Supervision Office, as well as supporting the achievement of overall organizational goals.

Effect of Communication (X2) on Job Performance (Y)

Based on the test results, it is known that the t valueThe calculated Communication (X2) of 5.461 is greater than the t table (1.986), so H₀ is rejected and H_a is accepted. Therefore, it can be concluded that Communication (X2) has a significant effect on Job Performance (Y).

Effective communication plays an important role in improving employee work performance at the Bogor Customs and Excise Service and Supervision Office. When communication goes well, information can be conveyed clearly and on time, so that employees can understand their duties and responsibilities better. This reduces errors and increases efficiency in carrying out daily work. In this way, employees can achieve better and more consistent work results.

Apart from that, good communication also strengthens the relationship between management and employees. When management is open to listening to input and feedback from employees, this creates a more harmonious and mutually supportive work environment. Employees feel appreciated and recognized which can increase motivation and job satisfaction. This high motivation directly contributes to increased work performance, because employees are more enthusiastic and committed to giving their best.

Effective communication also facilitates coordination and collaboration between departments. In an organization as large as the Bogor Customs and Excise Service and Supervision Office, good coordination between departments is very important to achieve common goals. With seamless communication, important information can be shared quickly and accurately, so teams can work together more effectively. This good collaboration helps resolve issues faster and increases the overall productivity of the organization.

Clear and transparent communication helps reduce conflict and misunderstandings in the workplace. When there is an open flow of information, employees have a better understanding of the organization's expectations and goals. This reduces the possibility of miscommunication that could trigger conflict. By reducing conflict, employees can work in a calmer environment and focus on tasks, thereby increasing work performance.

Effective communication also supports employee professional development. Through constructive feedback and proper training, employees can improve their skills and knowledge. Employees who continue to develop and feel supported in their careers tend to be more enthusiastic and productive. Thus, investing in good communication not only improves current work performance but also prepares employees to face future challenges, supporting the organization's continued success.

Anova test

Tabel 5.11
 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3378,744	2	1689,372	320,209	,000 ^b
	Residual	474,826	90	5,276		
	Total	3853,570	92			

a. Dependent Variable: Prestasi Kerja Pegawai (Y)
 b. Predictors: (Constant) Komunikasi (X2) Rotasi Kerja (X1)

The test results show that the calculated value is 320,209 which is greater than the f table value for N = 93 of 2.70 or $320,209 > 2.70$ with a significant level of 0.000, so it is concluded that Job Rotation (X1) and Communication (X2) influence Job Performance (Y) simultaneously.

Job rotation and communication, when implemented simultaneously, have a significant influence on employee work performance at the Bogor Customs and Excise Service and Supervision Office. Job rotation provides an opportunity for employees to develop new skills and expand their knowledge of various aspects of office operations. By moving from one position to another, employees not only improve their adaptability but also gain a more comprehensive understanding of the entire business process. This makes employees more flexible and ready to handle various tasks which increases work efficiency and productivity.

Additionally, effective communication reinforces the benefits of job rotation by ensuring that important information is conveyed clearly and in a timely manner. When employees move to a new position, they need the right guidance and information to adjust to their new duties. Good communication between managers and employees and between fellow employees helps ensure that the rotation process runs smoothly and does not cause confusion or uncertainty. With effective communication, employees feel more supported and more confident in carrying out their new duties, thereby improving their performance.

The synergy between job rotation and communication also contributes to increasing employee motivation and job satisfaction. When employees feel they have the opportunity to develop and are supported through good communication, employees tend to feel more appreciated and motivated to give their best in their work. This sense of appreciation not only increases individual achievement but also influences the overall achievement of the team and organization. Therefore, the combination of work rotation and effective communication is an important strategy to improve employee work performance at the Bogor Customs and Excise Service and Supervision Office.

Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,936 ^a	,877	,874	2,29692

a. Predictors: (Constant), Komunikasi (X2), Rotasi Kerja (X1)

b. Dependent Variable: Prestasi Kerja Pegawai (Y)

Sumber: Hasil Olahan Data (SPSS 20), 2022

The R Square test results indicate that work performance can be explained by job rotation and communication by 87.7%. Meanwhile, the rest are other factors outside this research.

CONCLUSIONS AND RECOMENDATIONS

Conclusions

This research shows that work rotation and communication have a significant influence on work performance at the Bogor Customs and Excise Supervision and Services Office. Job rotation, which leads to moving employees between positions with similar levels of responsibility, has proven effective in overcoming job burnout and increasing the skills and knowledge possessed by employees. This helps in diversifying their work experience, which in turn strengthens their ability to tackle complex tasks. On the other hand, effective communication among all levels of an organization opens channels for timely exchange of information and ensures a common understanding of organizational goals and strategies. With good communication, management can be more responsive to operational challenges and provide the necessary support to employees, ultimately improving their performance.

Implications

The findings from this study have several practical implications. First, the Bogor Customs and Excise Supervision and Services Office can improve job rotation strategies as part of employee development programs. With more structure and planning, job rotation can be an effective means of developing internal talent and expanding employee skills. Second, investment in organizational communication development needs to be increased. This includes not only the use of technology that supports effective communication but also training to improve interpersonal and cross-functional communication skills across the office. Third, a better understanding of the importance of job rotation and good communication can encourage management to integrate these strategies in long-term planning and performance evaluation.

Recommendations

Based on the results of this research, there are several suggestions that can be proposed for further development. First, further research can expand the scope to identify other factors that can also influence work performance within the Customs and Excise Supervision and Services Office. For example, aspects such as intrinsic motivation and leadership support can also be included in the

analysis to provide a more comprehensive picture. Second, it is necessary to conduct employee satisfaction surveys periodically to monitor their perceptions and expectations regarding the job rotation program and organizational communication. This can help in adjusting human resource management strategies to be more responsive to employee needs. Third, continuous training needs to be carried out to strengthen managerial skills in managing job rotation and improving communication practices throughout the organization. Thus, these efforts can improve not only work performance but also overall employee satisfaction and well-being.

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