

The Influence of Job Rotation and Work Environment on Employee Performance at PT Pegadaian Branch Offices in The Palembang Area

Syara Triana Harjati¹, Zunaidah², Agustina Hanafi³, Muhammad Ichsani Hadjri⁴

^{1,2,3,4}Master of Management, Sriwijaya University, Indonesia

*Corresponding Author: Syara Triana Harjati¹

ABSTRACT: *This study aims to analyze the influence of job rotation and work environment on employee performance at PT Pegadaian branch offices in the Palembang area. A descriptive qualitative approach was used, with data collection techniques involving interviews and questionnaires distributed to 155 respondents. The analysis results indicate that job rotation has a positive and significant effect on employee performance, supporting the acceptance of the first hypothesis. Similarly, the work environment also has a positive and significant effect on employee performance, leading to the acceptance of the second hypothesis. Based on the findings, it can be concluded that: (1) Job rotation positively and significantly influences employee performance at PT Pegadaian in the Palembang area, and (2) The work environment positively and significantly influences employee performance at PT Pegadaian in the Palembang area. This study provides practical implications for PT Pegadaian's management in designing more effective human resource policies to support employee productivity.*

KEYWORDS - *Job rotation, work environment, employee performance, descriptive qualitative.*

I. INTRODUCTION

Every company always wants to increase maximum achievement related to the desired results. All of that can be achieved with the help of human resources or employees in it. According to Hamali (2023), this is because human resources are essentially one of the capitals that play an important role in achieving company goals. Human resources or employees themselves are assets that need to be managed, studied, and evaluated properly and correctly. Even according to Notoatmodjo (2019) it can be said that managing employees is identical to managing the assets themselves. Therefore, a company must be careful in managing its employees so that the desired results of a company can be achieved.

To achieve the company's goals, a company certainly expects its employees to work optimally, where the factor that can increase the growth of a company is by looking at the performance of its employees. The level of employee performance in the workplace plays an important role in measuring the company's success in achieving its goals. According to Khaeruman et al., (2021), employee performance is the achievement of work results or work achievements from targets that must be achieved by an employee or employee within a certain period of time according to their respective duties and functions. In improving employee performance, companies can do this by implementing job transfers. Based on research by Kurniawan et al., (2020), it was concluded that job transfers have a positive impact on employee performance. This is because the implementation of job transfers in companies is considered to be able to provide refreshment in the workplace. In addition, the work environment is very important to consider in employee job transfers because it has been proven to form employee comfort and increase employee enthusiasm and effectiveness in working (Puri & Wisnu, 2020). According to Khaeruman et al., (2021), the work environment is everything that is around employees while working, which can affect themselves and their work during working hours.

II. THEORITICAL REVIEW

Goal Setting Theory

Goal Setting Theory was first introduced by Locke in 1969 and has begun to attract interest in various organizational problems and issues, where the theory states that two cognitions, namely values and intentions (or goals) greatly determine a person's behavior. Based on this theory, an individual can determine the goals of his future behavior and these goals will influence the individual's behavior. According to Goal-Setting Theory, individuals have several goals, choose goals, and they are motivated to achieve these goals (Haslindah et al.,

2020). One of the characteristics of Goal Setting Theory is the level of difficulty of the goal where different levels of difficulty of the goal will provide different motivations for individuals to achieve certain performance.

Understanding Job Mutations

According to Hasibuan (2020), job transfer is a change in position or job or place or job carried out either horizontally or vertically (promotion or demotion) within an organization. Meanwhile, according to Nitisemito (2020), job transfer is the activity of moving employees from one job to another job that is considered to be at the same level or parallel.

Understanding the Work Environment

According to Sedarmayanti (2021), the work environment is all the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and groups. Meanwhile, according to Wursanto (2020), the work environment is everything related to physical and psychological aspects that will directly or indirectly affect employees.

Understanding Employee Performance

According to Kawiana (2020), in essence, performance is the work results achieved by a person in carrying out his duties in accordance with the standards and criteria set for the job. Performance is a collection of the total work of a worker on a given task. Performance is also a function of motivation and ability. To complete a task or job, a person must have a degree of willingness and level of ability.

III. HYPOTHESIS DEVELOPMENT

The Impact of Job Transfers on Employee Performance

Regarding the relationship between job transfer variables and employee performance, researchers found several previous studies, namely studies conducted by Kurniawan et al., (2020), Malikhah (2021), and Rohmat et al., (2023) which concluded that job transfers have a positive and significant effect on employee performance. Based on the theory and results of previous studies above, it is suspected that job transfers have a positive effect on employee performance at PT Pegadaian Branch Office in the Palembang Area.

The Influence of Work Environment on Employee Performance

Related to the relationship between work environment variables and employee performance, researchers found several previous studies, namely studies conducted by Charli et al., (2020), Sembiring (2020), and Hermawan (2022) which concluded that the work environment has a positive and significant influence on employee performance. Based on the theory and results of previous studies above, it is suspected that the work environment has a positive and significant influence on employee performance at PT Pegadaian Branch Office in the Palembang Area.

IV. RESEARCH METHODS

The research approach that will be used by researchers is quantitative research. According to Sekaran & Bougie (2020), quantitative research is a scientific method whose results are in the form of numbers or figures that can be processed and analyzed using mathematical or statistical calculations. Based on the objectives of the study, this research is descriptive and verification. Where descriptive research is research that aims to obtain an overview or description of work mutations, work environment and employee performance. While verification research is to determine the relationship between variables through hypothesis testing based on data collected in the field.

V. RESEARCH RESULT

In this study, validity testing was conducted on two variables, namely job mutation (X1) and work environment (X2) which are independent variables (X), as well as employee performance variables (Y). Validity testing was sought by comparing the Pearson product moment correlation value found in the results of data processing with the help of the SPSS program seen in the CITS column (corrected item-total correlation) with the r value in the PMM table (person product moment). The critical value of the r_{table} correlation at a significance level of (α) 5% is 0.158 in the Pearson product moment r_{table} . If the r_{count} value $> r_{table}$ (0.158) then it is declared valid, while if the r_{count} value $< r_{table}$ (0.158) then it is declared invalid. For data reliability, a reliability test was used. The results of the reliability test showed that the statement items in the questionnaire were reliable for measuring the variables. The multicollinearity test aims to test whether there is a correlation between independent variables in the model. A good model should not have a correlation between independent variables. By using the help of SPSS 25 For Windows software.

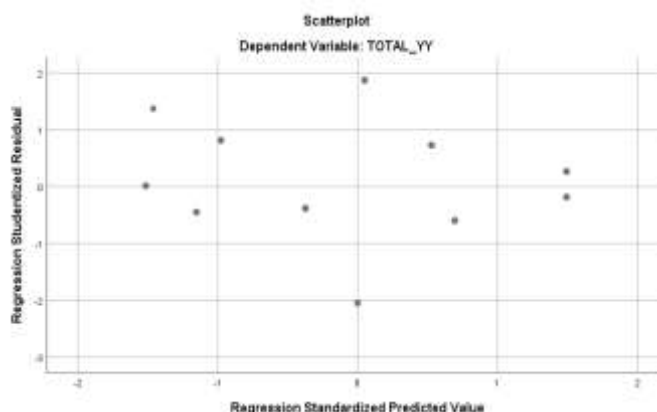
Table 1 Multicollinearity Test Results

Test Of Multicollinearity	VIF		Cut Off	Information
Job mutation	1,551	<	10	No Multicollinearity Occurs
Work environment	1,551	<	10	No Multicollinearity Occurs

Data Source: Processed from Questionnaire, 2024

Based on the results of Table 1, it shows that there is no multicollinearity between independent variables because it shows a VIF value of less than 10. Thus, there is no problem of multicollinearity in this model. The heteroscedasticity test aims to test whether in the regression model there is inequality of variance and residual from one observation to another. In this test, the researcher used the Scatterplot test. The basis of the heteroscedasticity test is:

- 1) If there is a certain pattern, such as the existing points forming a certain regular pattern (wavy, widening then narrowing), then it indicates that heteroscedasticity has occurred.
- 2) If there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur.



Data Source: Fig. 1, Processed from Questionnaire, 2025

Heteroscedasticity Test Results

Based on Figure 1, it shows that there is no heteroscedasticity, because the data distribution does not form a certain line or there is no clear pattern, and the points are spread above and below zero on the Y axis.

Multiple linear regression analysis was conducted to determine the effect of job transfer variables (X1) and work environment (X2) on employee performance (Y). Based on the test results obtained as follows:

Table 2 Results of Multiple Linear Regression Analysis

Model	Coefficients			
		Unstandardized Coefficients		Standardized Coefficients
1		B	Std. Error	Beta
	Constant	7,280	2,764	
	Job mutation	.530	.075	.477
	Work environment	.293	.057	.351

Data Source: Processed from Questionnaire, 2025

Based on Table 2, the results of the multiple linear regression analysis can be expressed by the following equation:

$$Y=7.280+ 0.530X_1+ 0.293X_2)+e$$

- 1) The constant value of 7.280 indicates the magnitude of employee performance is 7.280. If the work mutation variable (X1) and work environment (X2) are 0 (zero).
- 2) The regression coefficient value of the work mutation variable of 0.530 means that if the work mutation is given, it will further improve employee performance at PT Pegadaian in the Palembang area. With this value and the regression coefficient value of 0.530, this shows that there is a positive influence between work mutations on employee performance at PT Pegadaian in the Palembang area.

The value of the regression coefficient of the work environment variable of 0.293 means that if the work environment is given, it will further improve employee performance at PT Pegadaian in the Palembang area. With this value and the regression coefficient value of 0.293, this shows that there is a positive influence between the work environment and employee performance at PT Pegadaian in the Palembang area. Based on the research that has been conducted, the results of the correlation coefficient (r) and determination coefficient (R²) in this study can be seen in Table 3 as follows:

Table 3 Results of Correlation Coefficient (r) and Determination Coefficient (R²) Tests

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742	.551	.545	8.14523

Data Source: Processed from Questionnaire, 2025

Based on Table 3, it can be seen that the correlation coefficient (r) between the independent variable and the dependent variable is 0.742 or 74.2%. This shows that the correlation or relationship between the independent variable and the dependent variable has a high level of relationship (in the range of 0.60 - 0.79 according to Sugino (2022)) which can be seen in Table 3.7. The determination coefficient value (R²) of 0.545 indicates that the independent variables, namely job transfer (X1) and work environment (X2) can explain the dependent variable, namely employee performance (Y) by 54.5%, while the remaining 45.5% is explained by other factors that are not included in this study. Other factors in question are leadership factors, workload, and infrastructure.

F Test Results

The F test in this study was conducted to identify whether the regression equation model is feasible or not to be used to explain the influence of independent variables on the dependent variable. Based on the results of testing and data processing, the following test results were obtained:

Table 4 F Test Results

ANNOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12363.047	2	6181.524	93.173	.000
	Residual	10084.401	152	66,345		
	Total	22447.449	154			

Data Source: Processed from Questionnaire, 2025

Based on the results in Table 4, a significance value of 0.000 was obtained because the significance value of 0.000 < 0.05, it can be said that the linear regression model obtained is suitable for explaining the effect of job mutation and work environment on employee performance at PT. Pegadaian in the Palembang area.

t-Test Results

The t-test aims to determine how far the influence of the independent variables individually on the dependent variable. This study with a significance of 5% or $\alpha = 0.05$. The results of the t-test can be seen in Table 4.18 as follows:

Table 5 t-Test Results

Coefficients					
Model	Variables	B	t _{tabel}	t _{hitung}	Sig.
1	Job mutation	.530	1,976	7,047	.000
	Work environment	.293	1,976	5.189	.000

Data Source: Processed from Questionnaire, 2025

Based on Table 4.18, the value of degree of freedom (df) = nk = 155-3 = 152 and 0.05, the t_{table} value for this research data is 1.976. The results of the analysis can be explained as follows:

- 1) The t_{count} value of the work mutation variable (X1) is 7.047 and the significance value is 0.000, so the t_{count} value > t_{table} is (7.047 > 1.976) or the value (Sig.) 0.000 < 0.05. This means that work mutation has a positive and significant effect on employee performance at PT Pegadaian in the Palembang area. This proves that the first hypothesis of work mutation has a positive and significant effect and can be accepted.

- 2) The t_{count} value of the work environment variable (X2) is 5.189 and the significance value is 0.003, so the t_{count} value $> t_{\text{table}}$ is ($5.189 > 1.976$) or the value (Sig.) $0.000 < 0.05$. This means that the work environment has a positive and significant effect on employee performance at PT Pegadaian in the Palembang area. This proves that the second hypothesis of the work environment having a positive and significant effect can be accepted.

The Influence of Job Mutations on Employee Performance at PT Pegadaian Branch Offices in the Palembang Area

The results of the analysis obtained in this study show that job transfers have a positive and significant effect on employee performance so that the first hypothesis can be accepted.

The Influence of the Work Environment on the Performance of Employees of PT Pegadaian Branch Offices in the Palembang Area

The results of the analysis obtained in this study show that the work environment has a positive and significant effect on employee performance so that the first hypothesis can be accepted.

VI. CONCLUSION

Based on the results of the research and analysis that has been carried out, the following conclusions can be drawn:

- 1) Job mutation has a positive and significant effect on employee performance at PT Pegadaian in the Palembang area.
- 2) The work environment has a positive and significant influence on employee performance at PT Pegadaian in the Palembang area.

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**Corresponding Author: Syara Triana Harjati¹*
¹Master of Management, Sriwijaya University, Indonesia