

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

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ABSTRACT: *This research seeks to evaluate the impact of job rotation and the working environment on employee performance at PT. Pegadaian branch offices in the Palembang area. An explanatory quantitative approach was used, with data collection techniques involving interviews and questionnaires distributed to 155 respondents. The analysis results indicate that job rotation contributes positively and meaningfully to the performance of employees, supporting acceptance to 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, explanatory quantitative.

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 fundamentally, employees constitute one of the capitals that serve a vital function in helping the company reach its objectives. 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 how well its employees carry out their work. The level of productivity in the workplace environment significantly contributes to determining the extent of a company's success in achieving its aims. According to Khaeruman et al., (2021), employee performance refers to the accomplishment of tasks or objectives that an employee is expected to fulfill within a specific timeframe 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 rotation practices lead to better 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 plays a crucial role in decisions related to 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 encompasses all aspects and conditions that surround employees as they carry out their job responsibilities, which can affect themselves and their work during working hours.

II. OVERVIEW OF THEORITICAL CONCEPTS

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). Goal Setting Theory Perspective one notable element of Goal Setting Theory lies in the variation of goal hardly. The level of challenge associated with a goal can influence the degree of motivation experienced by individuals, thereby affecting their drive to reach specific performance outcomes.

Definition of Job Mutation

Hasibuan (2020) defines a job mutation as a shift in job title, role, or workplace, which may occur either laterally or vertically, encompassing promotions or demotions within an organization. Similarly, Nitisemito (2020) explains that job mutation involves the reassignment of employees from one position to another that is considered equal in status or rank.

Understanding the Work Environment

Based on Sedarmayanti (2021), the work environment includes all tools, materials, work procedures, and arrangements that surround an employee, whether they function individually or within a team. Wursanto (2020) adds that the work environment covers both physical and psychological elements, each of which can have direct or indirect effects on employee behavior and productivity.

Concept of Employee Performance

Kawiana (2020) describes employee performance as the outcomes produced by an individual while fulfilling their responsibilities in line with predetermined standards and expectations. Performance, in essence, represents the aggregate result of an employee's work. It is also understood as a function of both motivation and capability—indicating that successful task completion depends on a person's willingness and ability to perform.

III. HYPOTHESIS DEVELOPMENT

The Impact of Job Transfers on the work quality

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) previous research has found that job transfers positively and significantly influence employee performance. Drawing from these theoretical foundations and earlier findings, it is assumed that employee transfers may also contribute positively to performance outcomes at the PT Pegadaian branch office located in the Palembang region.

How the Work Environment Influences Employee Performance

The connection between elements of the work environment and how employees perform indicates that workplace conditions play a crucial role in shaping job outcomes, researchers found several previous studies, namely studies conducted by Charli et al., (2020), Sembiring (2020), and Hermawan (2022) The study concluded that the organizational environment positively and significantly affects how employees perform. Drawing from the theories and findings of earlier research, it is believed that a similar effect can be found at PT Pegadaian's Branch Office in the Palembang Area

IV. RESEARCH METHODS

This study adopts a quantitative approach as its primary research method. According to Sekaran & Bougie (2020), quantitative research is a scientific method in which the results are expressed in numerical form that is suitable for analysis through mathematical or statistical methods. Based on the study's objectives, this is an explanatory research aiming to assess correlations between variables using field-sourced data analyzed through hypothesis testing methods. This research intends to outline the relationship between job rotation and work environment on employee performance at PT Pegadaian Branch Offices in the Palembang area.

V. RESEARCH RESULT

In this study, validity testing was carried out on two variables: job rotation (X1) along with the work environment (X2) acting as an independent variable, while employee performance (Y) serves as the dependent variable. Validity was assessed by comparing the Pearson product-moment correlation value obtained through SPSS (seen in the CITS or corrected item-total correlation column) with the r value in the Pearson product moment (PMM) table. The critical value of the correlation coefficient at a 5% significance level ($\alpha = 0.05$) is 0.158. If $r_{\text{calculated}} > r_{\text{table}}$ (0.158), the item is declared valid; otherwise, it is not valid. Reliability testing was also conducted and showed that the questionnaire items were reliable in measuring each variable. Multicollinearity testing aims to determine whether there is correlation among independent variables in the model. A correct model should not have multicollinearity. The analysis was conducted using SPSS 25 for Windows.

Table 1 Multicollinearity Test Results

Test Of Multicollinearity	Tolerance	VIF	Information
Job mutation	0,909	1,101	No Multicollinearity Occurs
Work environment	0,909	1,101	No Multicollinearity Occurs

Data Source: Processed from Questionnaire, 2025

Table 1, The absence of multicollinearity among the independent variables is confirmed by the VIF score being below 10, suggesting that multicollinearity is not a concern.

Heteroscedasticity Test

This test aims to determine whether there is a variance inequality in residuals across observations in the regression model. The researcher used the Glejser test. Basis of assessment:

- 1) If the significance value < 0.05, heteroscedasticity occurs.
- 2) If the significance value > 0.05, no heteroscedasticity occurs

Tabel 2 Hasil Uji Heteroskedastisitas

Model	Coefficient Variabel	Sig.
1	Mutasi kerja	.056
	Lingkungan kerja	.559

Data Source: Processed from Questionnaire, 2025

Heteroscedasticity Test Results

Based on Table 2, heteroscedasticity was not found in the data present, since the statistical significance level for job rotation is 0.056 > 0.05, and for work environment is 0.559 > 0.05

The implementation of a method

This analysis aims to investigate the impact of job rotation (X1) and work environment (X2) on employee performance (Y). The results are:

Table 3 Results of Analysis using multiple linear regression

Model	Coefficients		
	Unstandardized Coefficients	Std. Error	Standardized Coefficients
1	B		Beta
	Constant	46.934	4.689
	Job mutation	.277	.066
	Work environment	.177	.057

Data Source: Processed from Questionnaire, 2025

As shown in Table 3, the findings from the application of the multiple linear regression technique was utilized to examine the relationship between the studied variables following formula:

$$Y = 46,934 + 0,277X_1 + 0,177X_2 + e$$

- 1) The fixed number of 46.934 indicates the magnitude of employee performance is 46.934. If the mutation variable (X1) and work environment (X2) are 0 (zero).
- 2) The regression coefficient for the job mutation variable is 0.277, indicating that the implementation of job mutations is associated with an improvement in employee performance at PT Pegadaian in the Palembang region. This coefficient value reflects a positive relationship, suggesting that as job

mutations are carried out, employee performance tends to increase accordingly.

- 3) The regression coefficient for the work environment variable is 0.177, indicating that improvements in a positive work environment helps to improved performance at PT Pegadaian in the Palembang area. This coefficient value suggests a positive relationship between the quality of the work environment and the performance of employees in Palembang area.

Referring to the research that has been carried out, the values of the correlation coefficient (r) and the coefficient of determination (R²) are presented in Table 4 below.

Table 4 Results of Correlation Coefficient (r) and Determination Coefficient (R²) Tests

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451	.203	.193	10.11901

Data Source: Processed from Questionnaire, 2025

The correlation coefficient (r) is 0.451, This suggests weak but positive correlation between the independent and dependent variables (Sugiyono, 2022). The coefficient of determination (R²) value of 0.203 implies that job rotation and the work environment account for 20.3% of the variation in employee output, While the others 79.7% due to other factors, including leadership, workload, and available facilities.

F Test Results

The F-test is used to determine whether the regression model is appropriate. The result is:

Table 5 F Test Results

<i>ANNOVA^b</i>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3972.740	2	1986.370	19.399	.000 ^b
	Residual	15563.944	152	102.394		
	Total	19536.684	154			

Data Source: Processed from Questionnaire, 2025

Since the significance value is 0.000 < 0.05, the regression model is valid for explaining the effect of job rotation and work environment on employee performance.

t-Test Results

The t-test is used to evaluate how each independent variable individually influences the dependent variable (significance level 5% or $\alpha = 0.05$):

Table 6 t-Test Results

Coefficients					
Model	Variables	B	<i>t_{tabel}</i>	<i>t_{hitung}</i>	Sig.
1	Job mutation	.277	1,976	4.191	.000
	Work environment	.177	1,976	3.125	.002

Data Source: Processed from Questionnaire, 2025

As presented on Table 6, 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 interpretation of the analytical findings is :

- 1) Calculated t-value for job mutation variable (X1) is 4.191, with a significance level of 0.000. Since the t-value exceeds the critical t-table value (4.191 > 1.976) and the significance level is below 0.05 (0.000 < 0.05), it indicates that job mutation has a statistically significant and positive effect on employee performance at PT Pegadaian in the Palembang region. These results confirm that the first hypothesis—which posits a positive and significant influence of job mutation—is supported and accepted
- 2) The t-statistic for the work environment variable (X2) is 3.125, accompanied by a significance level of

0.002. Given that the t-count exceeds the critical t-value ($3.125 > 1.976$) and the significance level falls below the 0.05 threshold ($0.002 < 0.05$), it can be concluded that the work environment has a significant and positive influence on employee performance at PT Pegadaian in the Palembang area. These findings validate the second hypothesis, confirming that the work environment positively and significantly affects employee performance, and therefore, the hypothesis is accepted.

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

The study analytical outcomes indicate that job rotation contributes positively and significantly to employee performance, leading to the acceptance of the initial hypothesis.

The Impact of the Work Environment on Employee Performance of PT Pegadaian Branch Offices in the Palembang Area

This study demonstrates that a favorable work environment significantly enhances employee performance, which substantiates the acceptance of the initial hypothesis

VI. CONCLUSION

Considering the research outcomes and analytical results, the following key conclusions can be established:

- 1) At PT Pegadaian Palembang, the application of job transfers has a substantial and beneficial influence on the performance levels of its employees
- 2) At PT Pegadaian Palembang branch, the workplace environment has been shown to significantly and positively influence employee performance.

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