



Research Paper

Analysis of The Effect of Job Rotation and Leadership Style Through Job Satisfaction on Employee Performance in Class I Correctional Institution Makassar

Dian Eka Putri Ismail^[1], Mahlia Muis^[2], Ria Mardiana Y^[3]

¹²³Facultry of Economics and Business, Hasanuddin University, Indonesia

Abstract: This study aims to determine job rotation and leadership style on employee performance through job satisfaction at the Makassar Class I Correctional Institution. This study uses a quantitative approach with descriptive analysis. The population in this study were all employees of the Makassar Class I Correctional Institution as many as 144 employees. While determining the number of samples used in this study using the Slovin formula with a standard error of 5%. This research is sourced from primary data and secondary data. Data collection techniques using a questionnaire with a Likert scale. The results of the study found that job rotation had a positive and significant effect on job satisfaction, leadership style had a positive and significant effect on job satisfaction, job rotation had a positive and significant effect on employee performance, leadership style had a positive and significant effect on employee performance, job satisfaction had a positive and significant effect on employee performance, job rotation and job satisfaction have a positive and significant effect on employee performance, and leadership style and job satisfaction have a positive and significant effect on employee performance.

Keywords: Job Rotation, Leadership Style, Job Satisfaction, Employee Performance.

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I. INTRODUCTION

Human resources are a central factor in an organization. The existence of human resources in the organization is as the main pillar as well as the driving force of the organization in an effort to realize the vision and mission of the organization. Lijan Poltak Sinambela (2016), human resource management is the application of appropriate and effective in the process of recruitment, utilization, development, and maintenance of personnel owned by an organization to achieve the optimal level of utilization of human resources by the organization in achieving its goals.

Based on work standards, employee performance is assessed in terms of quality and quantity determined by the organization. Saefuddin Mubarak (2017), performance is basically the result or level of success of an individual or group of people from the overall task implementation during a certain period with various possibilities, such as work standards, targets, targets, or criteria that have been determined and agreed upon. Employee performance is very necessary to know and measure how far their ability to carry out the tasks assigned to them.

Penitentiary, hereinafter referred to as Lapas, is a place that aims to provide guidance to prisoners in Indonesia through education, rehabilitation, and reintegration. A convict is a person who has served a sentence or has lost his or her freedom as a result of an unlawful act. The penitentiary system in Indonesia is actually a substitute for the prison system which is a colonial legacy. Article 2 of Law Number 12 of 1995 concerning Corrections explains that the correctional system is held in order to form Correctional Inmates to become fully human, realize mistakes, improve themselves, and do not repeat criminal acts so that they can be accepted again by the community, can play an active role. in development, and can live naturally as good and responsible citizens.

Employee performance is an important factor in achieving the implementation of coaching for prisoners. Good performance will have a positive impact on the self-development of prisoners. It can be said that prisons will not be able to optimize their performance without competent, skilled and dedicated employees to the wishes of the organization. The results of the pre-survey that the researchers conducted showed that the

employee's performance had not been maximized as expected. The crime rate continues to increase, causing prison staff to be productive in fostering inmates. Meanwhile, this is not proportional to the number of prison staff and the number of prisoners who must be supervised. The ideal capacity of Makassar Class I prison is 740 prisoners, but in reality it contains 985 prisoners or 13.3% over capacity. This is due to the large number of detainees sent from other prisons with a number of criminal cases including drugs, theft, immorality, murder and other criminal acts.

Working problems in prisons are not impossible to affect the performance of its employees, such as discomfort at work, boredom, conflicts between co-workers, and ultimately lead to job dissatisfaction. Davis and Newstrom in Sinambela et al. (2016) argues that job satisfaction is a set of employee feelings about whether or not their work is enjoyable. Job satisfaction is needed to build employee enthusiasm and commitment to continue to carry out their duties. Someone who is satisfied in his work will have high motivation, commitment and work participation so that he will continue to improve his performance.

Therefore, Makassar Class I Prison as a responsive organization took the initiative to rotate work in developing its human resources. As explained by Saravani in Sukirman (2018), job rotation is the most important approach to job design and human resource development policies. Job rotation can be a means to explore the potential in employees so as to provide opportunities to develop their careers. According to M. Taufiq Amir (2017), this practice was initially carried out because practitioners realized that specialization in work for a long time might make people bored, and their knowledge and skills would be limited. However, Yuyuk (2013) explained that employees who feel established in their current position in their work will protest with the rotation so that policies related to rotation must be based on accurate data and information regarding individual performance, work experience in the unit, training involvement, and employee behavior.

Based on the results of interviews conducted with several prison employees, job rotation makes it difficult for employees to adapt, especially regarding workloads and responsibilities on tasks that they have not mastered. However, employees also said that job rotation made them have new skills, new knowledge, and became a means of improvement and career development.

This cannot be separated from the role of leadership in the organizational structure of prisons. Correctional institutions are led by a Head of Correctional Institutions (Kalapas). In carrying out its duties, this institution consists of sections that have their respective duties and authorities. These sections are still divided into sub sections or sub sections in achieving work effectiveness. George R. Terry (2014), leadership is the ability of a person or leader to influence the behavior of others according to their wishes in certain circumstances. The leader will be recognized if he can influence and be able to direct his subordinates towards the achievement of the vision, mission and goals of the organization. So often the success or failure of an organization, both business-oriented and public, is usually perceived as the success or failure of the leader.

The results of field observations show that there are several phenomena related to leadership problems, namely leadership mutations are often carried out. Where every leader has a certain behavior and way of carrying out his leadership function so that employees have to adapt again to new leaders who have different characteristics from before.

II. LITERATUR REVIEW

2.1 Job Rotation

Job rotation is part of human resource development which is intended to reduce boredom, provide freshness of work and improve employee experience skills. Saefuddin Mubarok (2017) explains that job rotation is increasing the variety of tasks a person has by moving an employee to do other tasks that are different from before. According to Robbins and Judge (2011), job rotation is defined if employees feel excessive work routines from their work, one alternative is job rotation, or periodic shifts of an employee from one task to another with the same skill requirements at the same level. the same organization.

Job rotation is very beneficial for employees in encouraging skill improvement, helping employees gain appreciation, and also understanding different job functions.

2.2 Leadership Style

GR Terry in Winardi (2000) suggests a definition of leadership style, namely: "... Leadership is the relationship in which one person, or the leader, influences others to work together willingly on related task to attain that which the leader desires".

Robbins et al., 2016 suggested eight traits related to an effective leadership style, namely; drive, desire to lead, honesty and integrity, self confidence, intelligence, job-relevant Knowledge, ekstraversi and proneness to guilt.

2.3 Job Satisfaction

Abdurrahmat Fathoni (2006) explains that job satisfaction is a job that is enjoyed by obtaining work goals, placement, treatment, and a good working environment. Meanwhile, according to Michael and Larson in Sinambela et al. (2016), there are at least two reasons to know satisfaction and its consequences, namely;

1. Sourced from organizational factors, satisfaction is something that can affect worker behavior, work slack, absenteeism and employee turnover;
2. Sourced from resources and causes of satisfaction because satisfaction is very important to improve individual performance.

Harold E. Burt in Robbins et al. (2016) stated that the factors that influence job satisfaction include;

1. Relationship factors between employees, including the relationship between managers and employees; physical factors and working conditions; social relations among employees; suggestions from co-workers; emotions and work situations.
2. Individual factors, namely those related to people's attitudes towards their work, people's age at work, and gender.
3. External factors (external), which relate to employee family circumstances, recreation, education (training, up grading).

2.4 Employee Performance

Mangkunegara in Putri (2012) performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone). Performance is the result of work in quality and quantity achieved by an employee in carrying out in accordance with the responsibilities given to him. Furthermore, Mangkunegara stated that in general it is divided into two, namely individual performance and organizational performance. Individual performance is the result of work both in terms of quality and quantity based on specified work standards, while organizational performance is a combination of individual performance and group performance.

Wirawan (2012) employee performance is a valuable work output required by a valuable workplace organization which can consist of work results, work behavior, and personal characteristics that have to do with work. Performance according to Wibowo (2010) is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy.

Keith Davis in Anwar Prabu Mangkunegara (2009) formulated that the factors that can affect performance are:

1. Ability Factor. Psychologically, the ability (Ability) of employees/employees consists of potential ability (IQ) and reality ability (knowledge + Skill). This means that employees who have an average IQ (IQ 110-120) with adequate education for their position and are skilled in doing their daily work, it will be easier for them to achieve the expected work performance.
2. Motivation Factor. This means that an employee must be mentally prepared, physically capable, understand the main goals and work targets to be achieved and be able to utilize and create work situations.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

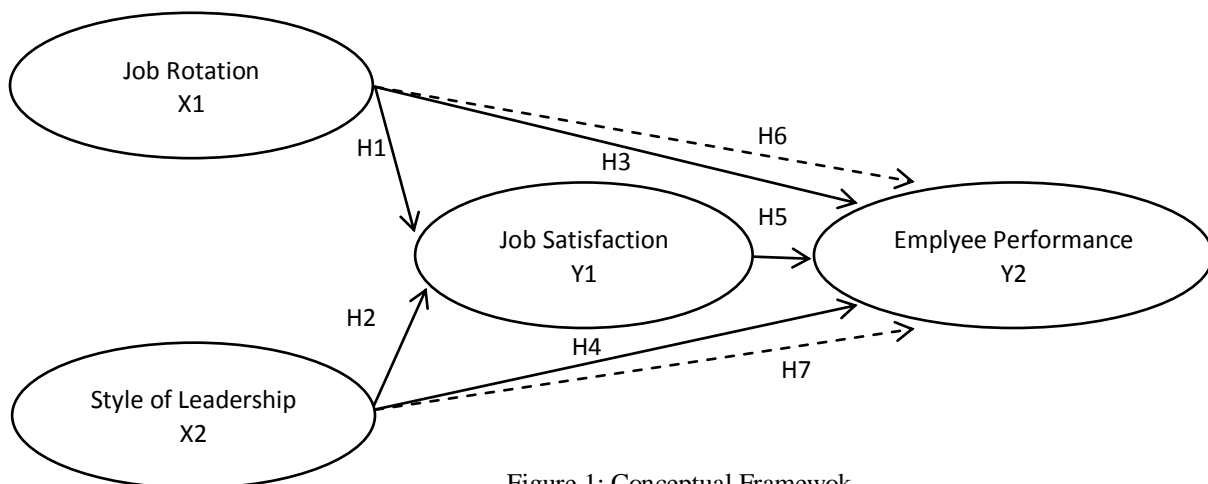


Figure 1: Conceptual Framewok

3.1 Research Hypothesis

The Following are the hypotheses in this study:

- H1 : Job rotation has a positive and significant direct effect on employee job satisfaction at the Makassar Class I Penitentiary.
- H2 : Leadership style has a positive and significant direct effect on employee job satisfaction in Makassar Class I Penitentiary.
- H3 : Job rotation has a positive and significant direct effect on the performance of employees at the Makassar Class I Correctional Institution.
- H4 : Leadership style has a direct positive and significant effect on the performance of employees at the Makassar Class I Correctional Institution.
- H5 : Job satisfaction has a direct positive and significant effect on the performance of employees at the Makassar Class I Correctional Institution.
- H6 : Job rotation has a positive and significant direct effect on performance through employee job satisfaction at the Makassar Class I Penitentiary.
- H7 : Leadership style has a positive and significant direct effect on performance through job satisfaction of employees at the Makassar Class I Correctional Institution.

IV. RESEARCH METHODOLOGY

This study uses a quantitative approach with descriptive analysis. The main research in this paper is to get an overview and information about job rotation and leadership style on employee performance at the Makassar Class I Correctional Institution.

In this study, the population was all employees at the Makassar Class I Correctional Institution as many as 144 employees. While the determination of the number of samples used in this research using the Slovin formula with a standard error of 5%.

This research is sourced from primary data and secondary data. Data collection techniques using a questionnaire with a Likert scale, namely; score 5 for the answer strongly agree (SS), score 4 for answer agree (S), score 3 for answer disagree (KS), score 2 for answer disagree (TS), and score 1 for answer strongly disagree (STS) .

V. RESEARCH RESULTS

5.1 Validity and Reliability Test

Table 1 Validity Test Results

Variable	Range r Count	r Table	Description
Job Rotation (X1)	0.486 – 0.735	0.195	Valid
Leadership Style (X2)	0.452 – 0.837	0.195	Valid
Job Satisfaction (Y1)	0.544 - .766	0.195	Valid
Employee Performance (Y2)	0.570 – 0.822	0.195	Valid

Source: Processed data, SPSS 25

From the table above, it can be seen that the calculated r value of all the tested indicators is positive and is greater than the r table value of 0.195. The validity of the data is declared valid if the value of r count is greater than r table. From the results of the validity test, it can be seen that the overall value of calculated r is greater than the value of r table, it can be concluded that all indicator items in this study are declared valid.

Table 2 Reliability Test Result

Variable	Cronbach Alpha	Description
Job Rotation (X1)	0.657	Reliability
Leadership Style (X2)	0.826	Reliability
Job Satisfaction (Y1)	0.808	Reliability
Employee Performance (Y2)	0.923	Reliability

Source: Processed data, SPSS 25

Based on the table above, it can be seen that the Cronbach Alpha value of all the variables tested is greater than 0.6, so it can be concluded that all of the variables in this study passed the reliability test and were declared reliable.

5.2 Path Analysis

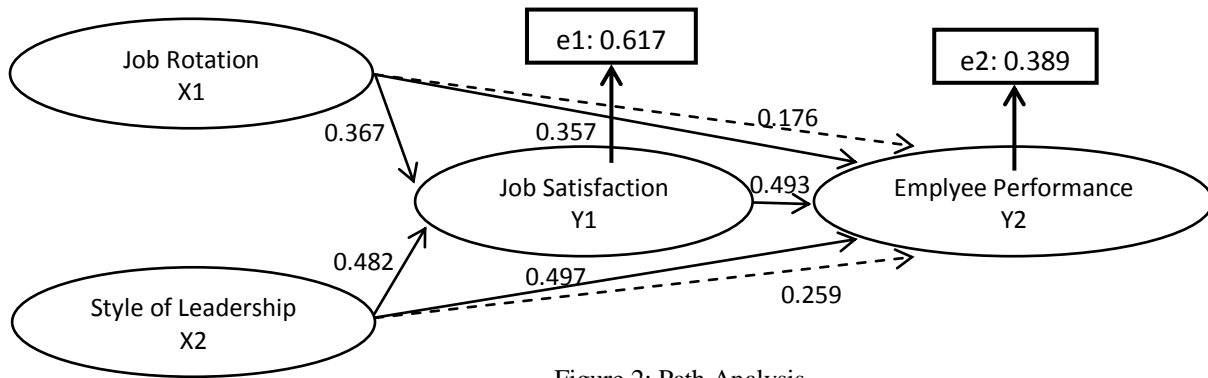


Figure 2: Path Analysis

Based on the results of the regression in model 1, namely the effect of X1 and X2 on Y1 in the Coefficients section, it is known that the significance value of the X1 variable is 0.000 and the X2 variable is 0.000 which is smaller than 0.05. These results conclude that the results of the regression model I, namely the X1 and X2 variables have a significant effect on the Y variable. The amount of R-Square in the model summary table is 0.619, this shows that the contribution of X1 and X2 to Y is 61.9 percent while the rest ie 38.1 percent is a contribution from other variables not examined. Meanwhile for the value of $e2 = (1 - 0.619) = 0.381$.

The results of the regression in model II, namely the influence of X1, X2, and Y1 on Y2 in the Coefficients table, it is known that the significance value of the three variables, namely X1 is 0.032, X2 is 0.003 and Y1 is 0.000 smaller than 0.05. These results indicate that the regression in model II, namely the variables X1, X2, and Y1 has a significant effect on Y2. The magnitude of the R-Square value is 0.848, this shows that the contribution of X1, X2 and Y1 to Y2 is 84.8% while the remaining 15.2% is the contribution of other variables that are not accurate. Meanwhile for the value of $e2 = (1 - 0.848) = 0.152$.

5.3 Hypothesis Test

1. Hypothesis Test Model 1

Table 3 Hypothesis Result Model I

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5.202	2.403		2.164	.003
	X1	.497	.117	-.486	4.246	.000
	X2	.482	.086	.256	5.580	.000

a. Dependent Variable: Y1

Source: Processed data, SPSS 25

Based on the test results in the table above, the value of t count > t table or (4,246 > 2,919) in the X1 variable and also t count > t table or (5,580 > 2,919) on the X2 variable. Thus, the first hypothesis is proposed that there is a significant effect between job rotation and leadership style on job satisfaction.

2. Hypothesis Test Model 2

Table 4 Hypothesis Result Model II

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-.347	2.879		-.120	.904
	X1	.323	.149	.176	2.173	.032
	X2	.352	.115	.259	3.047	.003
	Y1	.669	.115	.493	5.797	.000

a. Dependent Variable : Y2

Source: Processed data, SPSS 25

Based on the test results in table 4.8, it can be seen that the t value for each variable is greater than the t table. Where the X1 variable has a t count of 2.173 > 2.132, the X2 variable has a t count of 3,047 > 2.132, and

the X3 variable has a t count of 5,797 > 2.132. Thus, the hypothesis in the second model has a significant effect on employee performance (Y2).

3. Regression Estimation Results

Table 5 The Results of The Estimation of The Effect of Job Rotation and Leadership Style on Job Satisfaction

Research Variable	Regression Coefficient	t-Statistic	Probability
Job Rotation (X1)	0.497	4.246	0.000
Leadership Style (X2)	0.482	5.580	0.000
C	5.202	2.164	0.033
F-Statistic = 83.517 Prob (F-statistic) = 0.000 *) significant on $\alpha = 5\%$; $R^2 = 0.786$; $N = 106$			

Source: Processed data, SPSS 25

Based on simultaneous linear regression analysis, the calculation results based on table 4.10 obtained an R-square value of 0.786, which means that 78 percent of variations in employee performance variables can be explained simultaneously by variations in changes in work rotation variables and leadership styles. The remaining 22 percent is determined by other variables or factors outside the research model. In observing the estimation results, the job satisfaction function shows that the variables of job rotation and leadership style have a significant effect on job satisfaction with a significant level of 5%.

Table 6 The Results of The Estimation of The Effect of Job Rotation and Leadership Style Through Job Satisfaction on Employee Perormance

Research Variable	Regression Coefficient	t-Statistic	Probability
Job Rotation (X1)	0.323	2.173	0.032
Leadership Style (X2)	0.352	3.047	0.003
Y1	0.669	5.797	0.000
C	-0.347	-0.120	0.904
F-Statistic = 86.854 Prob (F-statistic) = 0.000 *) significant on $\alpha = 5\%$; $R^2 = 0.719$; $N = 106$			

Source: Processed data, SPSS 25

Based on simultaneous linear regression analysis, the calculated R-square value is 0.719, which means that 71 percent of variations in employee performance changes through job satisfaction can be explained simultaneously by variations in changes in work rotation variables and leadership styles. The remaining 29 percent is determined by other variables outside this research model. Observing the results of the estimation of the employee performance function shows that work rotation and leadership style variables have a significant influence on employee performance through job satisfaction with a significant level of 5%.

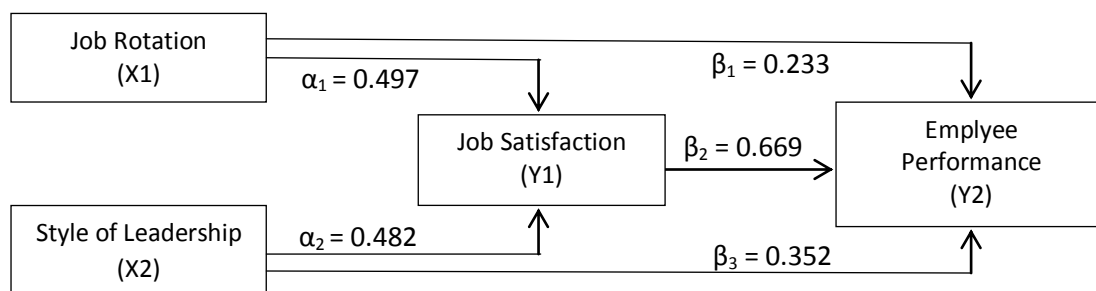


Figure 3 Estimation of The Magnitude of The Direct, Indirect and Total Influence of Each Variable

The direct effect of job rotation on employee performance shows a significant effect (t value of 2.173 and coefficient value of 0.323). This means that every change in work rotation will affect changes in employee performance. These results are in accordance with the initial hypothesis which states that job rotation has a positive and significant effect on employee performance.

The indirect effect of job rotation on employee performance through job satisfaction shows a significant overall effect with a coefficient value of 0.332 (0.497 x 0.669). This means that every change in job rotation will affect employee performance through job satisfaction. These results are in accordance with the

initial hypothesis which states that job rotation has a significant direct or indirect effect on employee performance through job satisfaction.

Furthermore, the direct influence of leadership style on employee performance shows a positive and significant effect (t value of 5.580 and coefficient value of 0.482). This means that every change in leadership style will affect employee performance. These results are in accordance with the initial hypothesis which states that leadership style has a positive and significant effect on employee performance.

The indirect effect of leadership style on employee performance through job satisfaction shows a significant effect with a coefficient value of 0.322 (0.482 x 0.669). This means that every change in leadership style will affect employee performance through job satisfaction. These results are in accordance with the initial hypothesis which states that leadership style has a positive and significant effect on employee performance through job satisfaction.

VI. CONCLUSION

Based on the results of research that has been conducted regarding the effect of job rotation and leadership style on employee performance through job satisfaction, several conclusions can be presented as follows:

1. Job rotation has a positive and significant effect on job satisfaction. This is because one of the determinants in increasing employee job satisfaction is placing employees in positions that are in accordance with their competencies and comfortable conditions while working. The results of this study are in accordance with the initial hypothesis which states that job rotation has a positive and significant effect on job satisfaction.
2. Leadership style has a positive and significant effect on job satisfaction. This is because the leadership style is able to influence the behavior of others. Where a leader will use a leadership style according to his abilities and personality so that each leader has a different pattern in moving and directing employees. The results of this study are in accordance with the hypothesis that leadership style has a positive and significant effect on job satisfaction.
3. Job rotation has a positive and significant effect on employee performance. It is explained that employees and company productivity can be increased through job rotation. The results of this study are in accordance with the initial hypothesis which states that job rotation has a positive and significant effect on employee performance.
4. Leadership style has a positive and significant effect on employee performance. This is caused by leadership factors that greatly affect employee performance. Employees work always depend on the leadership. Where the leadership role is very strategic and important in achieving the company's vision, mission, and goals so that an effective leader is needed and is able to direct his subordinates. These results are in accordance with the initial hypothesis which states that leadership style has a positive and significant effect on employee performance.
5. Job satisfaction has a positive and significant effect on employee performance. This shows that high productivity causes an increase in job satisfaction only if the workforce perceives that what the company has achieved is in accordance with what they receive such as wages/salaries that are fair and reasonable and associated with superior work performance. The results of this study are in accordance with the initial hypothesis which states that job satisfaction has a positive and significant effect on employee performance.
6. Job rotation and job satisfaction have a positive and significant effect on employee performance. This shows that job rotation is one of the job designs and human resource development policies that have the potential to improve employee performance through job satisfaction. The results of this study are in accordance with the initial hypothesis which shows that job rotation and job satisfaction have a positive and significant effect on employee performance.
7. Leadership style and job satisfaction have a positive and significant effect on employee performance. The leadership style is able to enable the creation of a conducive work climate, foster motivation and job satisfaction for all employees in the company to work productively in achieving organizational goals. These results are in accordance with the initial hypothesis which states that leadership style and job satisfaction have a positive and significant effect on employee performance.

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