

Identification Model Of Job Description, Compensation, Rotation Work And The Impact On Employee Performance

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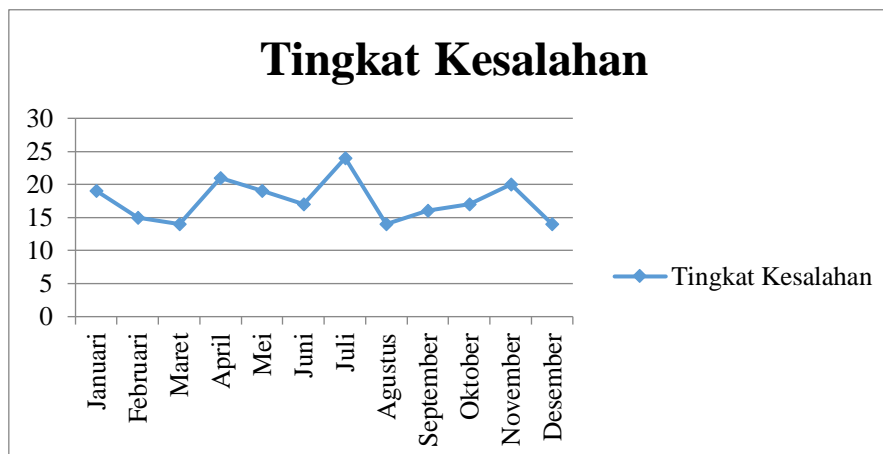
Abstract.

The research objective is to improve the competence and performance of employees at Indosat Ooredoo outlets based on the SEM model on the variables of training and development, job description, compensation and job rotation. The method of analysis in this study uses a Structural approach Equation Modeling (SEM). The SEM model is used to predict the training and development model, job description, compensation and job rotation on work culture and employee performance. The population in this study were 120 employees at Indosat Ooredoo outlets. The sample of this research data was taken based on the census sample, that is, all of the population was used as a sample, namely 120 respondents. The data used is primary data where respondents get data for the questionnaire. Meanwhile, the data collection method used in this study was a questionnaire and interviews. The results showed that direct competence had no effect on job satisfaction while job description, compensation and job rotation had a significant effect on job satisfaction. Directly competence, job description and job rotation and job satisfaction have a significant effect on employee performance while compensation is not significant on employee performance. Indirectly, satisfaction has a significant role in mediating competence, job description and compensation on employee performance, while job satisfaction has no role in mediating job rotation on employee performance.

Keywords : Performance, Excellent HR, Smart HR and Organization.

I. INTRODUCTION

Human resources are also the key to success or those that determine the development and progress of an organization, institution, or company [1]. In essence, human resources are in the form of humans who are employed in an organization as a driver in following the rules, thinkers, and planners to achieve a goal of an organization, agency, or a company [2]. Indosat Ooredoo outlet is one of the telecommunications service providers and telecommunications networks in Indonesia. The high number of competition among communication service providers requires every employee to work optimally in carrying out their duties and functions. Based on observations made by researchers that employee performance has not been optimally in accordance with the expectations of the leadership. The following is a list of employee work errors during the 2020 period:



Source: Indosat Ooredoo Outlets (2021)

Fig 1. Number of Work Errors

Based on the picture above, the error rate of this employee is still fluctuating every month. So far, the division of tasks assigned to employees is not in accordance with education. In addition, even if there are those that match the position and education of employees, they do not have sufficient experience. The results of a survey to 20 employees regarding the suitability of positions with education are as follows:



Source: Indosat Ooredoo Outlets (2022)

Fig 2. Research Presurvey

The picture above shows a statement of the suitability of education to the work of employees, it can be seen that 12 people answered not appropriate and 8 people answered accordingly. This is what causes the work of employees not to be completed and even constrained. Furthermore, the skills of each employee at work are still lacking, this is also a factor that must continue to be considered, because if the company does not provide training for employees, the skills are reduced and performance is not optimal. *Job description* or job descriptions that are not clear so that the vision and mission of the organization or company are not achieved. Performance predictions based on personality in the management process occur in the workforce selection process, errors in selection result in employee selection showing work behavior that does not support company goals.

For example, being undisciplined and having a different educational background with the field of work encourage an employee to act less active and less agile in carrying out their duties. The main problem in this study is the quality and quantity of employee work that has not been maximized. Many customers have complained about the services provided by Indosat Ooredoo Outlet employees. This can be seen from consumer criticism and complaints through Indosat Ooredoo outlet social media. The research objective is to improve the competence and performance of employees at Indosat Ooredoo outlets based on the SEM model on the variables of training and development, *job description*, personality and organizational learning. The urgency of this research is very important, where predictive models/formulas and leading indicators are found in predicting employee competencies and performance with a *Structural approach. Equation Modeling (SEM)*

II. THEORETICAL BASIS

Performance

Performance is used as a measure of work performance, meaning that if a person's performance is good, it can be said that the person is achieving, or vice versa if a person's work performance is good, it can be said to be high performing [3] [4]. Performance comes from the word job performance or actual performance (job performance or actual achievement achieved by someone) [5]. To measure performance, several indicators regarding performance criteria can be used, namely: quality, quantity, timeliness, cost effectiveness, need for supervision, these indicators will be the benchmark in measuring performance [6].

Job satisfaction

The problem of job satisfaction that exists in employees is indeed very difficult to ascertain. Because satisfaction tends to change from time to time. In addition to employees it is difficult to receive true

satisfaction. For employees who work for income, employees often move from one company to another [7] . In fact, in terms of job satisfaction (work itself, pay, promotion, supervision and co-workers) enjoying work itself is almost always the aspect most closely related to high levels of overall job satisfaction. Attractive jobs that provide training, variety, independence and control satisfy most employees [5] . When the leader understands well, why job satisfaction is so important. Then the next step is how to grow a sense of job satisfaction of his subordinates [8]

Competence

Employees must also have the right abilities or competencies in carrying out their work to realize employee performance and work success in the long term [9] . Increasing the performance of individual employees will encourage the performance of human resources as a whole, which is reflected in the increase in productivity [10] . In performance management, competence plays a role in the dimensions of individual behavior in adjusting a job well [11] [12] .

Job Description

The company or organization has a vision and mission to be achieved, one of the achievements is through a *job description* or job description [13] . With the *job description* , it will form employee performance that is easy to understand and describe things such as: identification of the job or position by giving the name of the position; The relationship between duties and responsibilities is clearly described separately so that it is clearly known [14] . Job descriptions or positions must be clearly defined for each position, so that the official knows the duties and responsibilities that must be carried out [15] .

Compensation

Compensation in terms of individual employees is everything that employees receive as remuneration for the contribution of energy and thoughts that employees have as a sign of remuneration for having contributed energy and thoughts to the organization where they work [16] [13]. Organizations need to pay attention specifically to the achievements obtained by employees by way of giving rewards (gifts, rewards, and rewards) and motivation to work passionately, have responsibility high responsibility for their duties, so that an organization will be easy to fulfill planned goals [17] .

Work Rotation

Job rotation is the movement of jobs from special jobs to other special jobs [18] .Job rotation is an alternative that can be used to reduce levels of boredom and repetitive routines [19] .Usually employees will experience job shifts within the organization without resulting in a change in salary. Destination of job rotation is to provide job variations to employees from one field job to another field of work [20] . The existence of employee job rotation can mutually help and share with other co-workers, so as to be able to solve work problems quickly and improve skills. On the other hand, there are negative effects can be caused by job rotation, for example resistance from senior employees because they will lose competence in the organization. Usable indicators job rotation, namely tenure, ability and work saturation [21] .

III. METHODS

The research approach implemented in this research is quantitative . Associative/quantitative research is research that aims to determine the degree of relationship and pattern/form of influence between two or more variables, where with this research a theory will be built that functions to explain, predict and control a symptom [22] . This research approach is quantitative with the *Structural model Equation Modeling (SEM)* to see whether competence has a role in training and development, job descriptions, compensation and job rotation affect employee performance. The population in this study were 120 employees at Indosat Ooredoo outlets . The sample of this research data was taken based on the census sample, that is, all of the population was used as a sample, namely 120 respondents.

The data analysis in this study is the *Structural Model Equation Modeling (SEM)* year 1 is as follows:

$$\text{Equation I : } Y_1 = \beta_{11} X_1 + \beta_{12} X_2 + \beta_{13} X_3 + \beta_{14} X_4 + \epsilon_1$$

$$\text{Equation II : } Y_2 = \beta_{21} X_1 + \beta_{22} X_2 + \beta_{23} X_3 + \beta_{24} X_4 + \epsilon_2$$

Information:

X_1 = Training and development (*Exogenous Variable*)

X_2 = Job description (*Exogenous Variable*)

X_3 = Compensation (*Exogenous Variable*)

X_4 = Work rotation (*Exogenous Variable*)

Y_1 = Competence (*Intervening Variable*)

Y_2 = Employee Performance (*Endogenous Variable*)

P = Path Regression Coefficient

ϵ = Number of variants ($\epsilon = 1 - R^2$)

IV. RESEARCH RESULTS

Direct Influence

To find out the results of hypothesis testing, it is done by looking at the value of probability or by looking at the significance of the relationship between each research variable . The criterion is if $p < 0.05$ then the relationship between variables is significant and can be analyzed further, and vice versa. By Therefore, by looking at the probability number (p) at the output of the entire path shows a significant value at the 5% level or the *standardize value* must be greater than 1.98 (> 1.98). If using the comparison value of t value, calculate with t table, means that the value of t count is above 1.98 or > 1.98 or t count is greater than t table. The results of hypothesis testing are presented in the table below :

Table 1. Direct Effect

Hypothesis	Original Sample (O)	Average (M)	(STDEV)	t Statistics	P Value	Conclusion
Competency-Job Satisfaction	0.752	0.820	0.028	1.156	0.831	Not significant
Job Description -Job Satisfaction	0.552	0.531	0.038	4.255	0.001	Significant
Compensation-Job Satisfaction	0.321	0.309	0.233	2.255	0.000	Significant
rotation -Job Satisfaction	0.440	0.409	0.029	2.614	0.004	Significant
Competency-Performance	0.314	0.318	0.422	4.409	0.000	Significant
Job Description - Performance	0.642	0.646	0.024	2,041	0.001	Significant
Compensation- Performance	0.535	0.532	0.290	1.187	0.267	Not significant
Job rotation - Performance	0.438	0.441	0.090	3.155	0.001	Significant
Job Satisfaction- Performance	0.389	0.392	0.068	2.145	0.000	Significant

Based on the table above, it can be concluded that:

1. *first* hypothesis is the relationship between competence and job satisfaction. The table above shows that competence has no significant effect on job satisfaction. These results show a significant value of 0.831 which is greater than 0.05 and the value of tcount is greater than ttable ($1.156 < 1.98$). So it can be concluded that the first hypothesis is rejected.
2. *second* hypothesis is the *job description* relationship on job satisfaction. Where in the table above shows that *Job Description* has a significant effect on job satisfaction. This result shows a significant value of 0.001 which is smaller than 0.05 and the value of tcount is greater than ttable ($4.255 > 1.98$). So it can be concluded that the second hypothesis is accepted.
3. *third* hypothesis is the relationship of compensation to job satisfaction. Where in the table above shows that compensation has a significant effect on job satisfaction. This result shows a significant value of 0.000 which is smaller than 0.05 and the value of tcount is greater than ttable ($2.255 > 1.98$). So it can be concluded that the third hypothesis is rejected.
4. *fourth* hypothesis is the relationship between *work rotation* on Job Satisfaction. Where in the table above shows that *job rotation* has a significant effect on job satisfaction. This result shows that the significant value of 0.0041 is smaller than 0.05 and the calculated value is greater than ttable ($2.614 > 1.98$). So it can be concluded that the fourth hypothesis is accepted.

5. *fifth* hypothesis is the relationship between competence and performance. Where in the table above shows that competence has a significant effect on performance. This result shows a significant value of 0.000 which is smaller than 0.05 and the value of tcount is greater than ttable ($4.409 > 1.98$). So it can be concluded that the first hypothesis is rejected.
6. *sixth* hypothesis is the *job description* relationship on performance. Where in the table above shows that *Job Description* has a significant effect on performance. This result shows a significant value of 0.001 which is smaller than 0.05 and the value of tcount is greater than ttable ($2,041 > 1.98$). So it can be concluded that the sixth hypothesis is accepted.
7. *seventh* hypothesis is the relationship between compensation and performance. Where in the table above shows that compensation has no effect on performance. This result shows a significant value of 0.267 which is greater than 0.05 and the value of tcount is smaller than ttable ($1,187 < 1.98$). So it can be concluded that the seventh hypothesis is rejected.
8. *eighth* hypothesis is the job rotation relationship on performance . Where in the table above shows that job rotation has a significant effect on performance . This result shows a significant value of 0.001 which is smaller than 0.05 and the value of tcount is greater than ttable ($3.155 > 1.98$). So it can be concluded that the eighth hypothesis is accepted.
9. *ninth* hypothesis is the relationship between job satisfaction and performance . Where in the table above shows that job satisfaction has a significant effect on performance . This result shows a significant value of 0.000 which is smaller than 0.05 and the value of tcount is greater than ttable ($2.145 > 1.98$). So it can be concluded that the eighth hypothesis is accepted.

Moderation Effect Test

Testing the effect of moderation is used to see if job satisfaction moderates the relationship between competence , job description, compensation and job rotation on performance. Independent variable relationship on the dependent variable through the moderating variable in this study can be seen in the table below.

Table 2. Indirect Influence

Hypothesis	Original Sample (O)	Average (M)	(STDEV)	t Statistics	P Value	Conclusion
Competence-Job Satisfaction -Performance	0.005	0.006	0.038	2.102	0.000	Significant
<i>Job Description</i> - Job Satisfaction -Performance	0.316	0.319	0.089	2.174	0.000	Significant
Compensation-Job Satisfaction -Performance	0.227	0.224	0.268	3.986	0.001	Significant
Work rotation-Job Satisfaction -Performance	0.304	0.307	0.076	1,769	0.178	Not significant

1. *tenth* hypothesis is the relationship between competence and performance through job satisfaction. Where in the table above shows that competence has a significant effect on performance through job satisfaction . This result shows a significant value of 0.000 which is smaller than 0.05 and the value of tcount is greater than ttable ($2.102 > 1.98$). So it can be concluded that the tenth hypothesis is accepted.
2. *eleventh* hypothesis is the relationship between *job description* and performance through job satisfaction . Where in the table above shows that the *job description* effect on performance through job satisfaction . This result shows a significant value of 0.000 which is smaller than 0.05 and the value of tcount is greater than ttable ($2.174 > 1.98$). So it can be concluded that the eleventh hypothesis is accepted.
3. *twelfth* hypothesis is the *relationship* of compensation to performance through job satisfaction . Where in the table above shows that compensation effect on performance through job satisfaction . This result shows a significant value of 0.001 which is smaller than 0.05 and the value of tcount is greater than ttable ($3.986 > 1.98$). So it can be concluded that the twelfth hypothesis is accepted.

4. *thirteenth* hypothesis is *the* job rotation relationship on performance through job satisfaction . Where in the table above shows that job rotation has no effect on performance through job satisfaction . This result shows a significant value of 0.178 which is greater than 0.05 and the value of tcount is smaller than ttable ($1.769 < 1.98$). So it can be concluded that the twelfth hypothesis is rejected.

The Effect of Competence on Job Satisfaction

The results of the analysis using *structural equation modeling* (SEM) with PLS *software* prove that competence has no effect on employee job satisfaction at the Medan Telkomsel Cooperative . The results of this study are not in line with the results of previous studies which stated that it had a significant effect on job satisfaction [23] [24] [25] . The findings in this study indicate that so far, employees at the Medan Telkomsel Cooperative are not as long as their competence and occupy positions in certain positions will feel satisfied at work. There are many reasons that cause employees to assess competence in certain fields that do not guarantee someone will be satisfied with their work.

Influence Job Description Against Job Satisfaction

Based on the results of data analysis, it is stated that the job description has a significant effect on employee job satisfaction at the Medan Telkomsel Cooperative. The results of this study support the results of previous studies which state that job descriptions have a significant effect on job satisfaction [13] [26] [27] . This can be interpreted that when the job description is well structured, this will have an impact on increasing job satisfaction for employees.

Effect of Compensation on Job Satisfaction

Based on the results of direct data analysis, compensation has a significant effect on employee job satisfaction at the Medan Telkomsel Cooperative. The results of this study are in line with the results of previous studies which state that compensation has a significant effect on employee job satisfaction [28] [29] [30] . This can be interpreted that when compensation is getting healthier, it will have an impact on increasing employee job satisfaction.

The Effect of Job Rotation on Job Satisfaction

Based on the results of data analysis shows that direct job rotation has a significant effect on job satisfaction for employees at the Medan Telkomsel Cooperative. The results of this study are in accordance with the results of previous studies which state that job rotation has a significant effect on job satisfaction [20] [19] [31] . This can be interpreted that when job rotation is carried out properly it will have an impact on increasing job satisfaction.

The Effect of Competence on Performance

The results showed that competence had a significant effect on employee performance at the Medan Telkomsel Cooperative. The results of this study are not in line with the results of research conducted by [9] which states that competence has no effect on employee performance. However, the results of this study are in line with the results of research conducted by [32] [33] [34] which states that competence has a significant effect on employee performance. It can be stated that when competence is increased it will be able to improve employee performance.

Influence Job Description Against Performance

Based on the results of data analysis, it shows that job description has a significant effect on employee performance at the Medan Religious High Court and the Lubuk Pakam Religious Court. The results of this study are in line with the results of this study supporting the results of previous studies which stated that job descriptions had a significant effect on employee performance [35] [36] [36] . This can be interpreted that when the job description is getting better, this will have an impact on increasing employee performance.

Effect of Compensation on Performance

Based on the results of the analysis, it shows that compensation has no direct effect on employee performance at the Medan Telkomsel Cooperative. The results of this study are not in line with the results of previous studies which state that compensation has a significant effect on employee performance [37] [1] [38] . It can be stated that when the organization is able to create healthy compensation, it will have an impact on increasing employee performance.

The Effect of Work Rotation on Performance

Based on the results of data analysis that has been done that directly work rotation has a significant effect on employee performance at the Medan Telkomsel Cooperative. The results of this study support the results of previous studies which state that job rotation has a significant effect on employee performance [39] [40] [41] . It can be stated that when an organization or company is able to perform work rotation, it has an impact on improving employee performance. So that the company's goals can be achieved from a predetermined time.

The Effect of Job Satisfaction on Performance

Based on the results of the research that has been done, it shows that job satisfaction has a significant effect on employee performance at the Medan Telkomsel Cooperative. The results of this study are in line with the results of previous studies which state that job satisfaction has a significant effect on employee job satisfaction [42] [43] [44] . This can be interpreted that when the employee's job satisfaction already exists, it will have an impact on increasing employee performance [45] .

The Effect of Competence on Performance Through Job Satisfaction

Based on the results of data analysis that has been done that indirectly job satisfaction has a significant role in mediating competence on employee performance at the Medan Telkomsel Cooperative. The results of this study support the results of previous studies which state that when an employee's competence is improved it will make an employee feel comfortable at work and will be able to provide his best ability in carrying out his duties and responsibilities [46] [47] [48] . So that the performance of employees will be maximally able to assist management in achieving company goals.

The Effect of Job Description on Performance Through Job Satisfaction

Indirectly, based on the results of data analysis, it shows that job satisfaction has a significant role in mediating job descriptions on employee performance at the Medan Telkomsel Cooperative. The results of this study support the results of previous studies which state that job satisfaction is the main key for organizations in maximizing job descriptions to improve employee performance [49] [50] [51] . It can be stated that companies should pay more attention to the extent to which their employees are satisfied with their work in carrying out their duties and responsibilities.

The Effect of Compensation on Performance Through Job Satisfaction

Based on the results of data processing shows that indirectly satisfaction has a significant role in mediating compensation on employee performance at Telkomsel Medan Cooperative. The results of this study are in line with the results of previous studies which stated that job satisfaction cannot be separated in an effort to improve a healthy organizational climate in order to increase the abilities possessed by employees [52] [53] [54] .

The Effect of Job Rotation on Performance Through Job Satisfaction

Based on the results of data analysis that has been carried out, it shows that indirectly satisfaction does not have a role in mediating job rotation on employee performance at work Telkomsel Medan Cooperative. The results of this study are not in line with the results of previous studies which state that job satisfaction has a role in mediating job rotation on employee performance [55] [40] [31] .

V. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of data analysis and discussion described above, the conclusions in this study are as follows:

1. Competence has no direct effect on employee job satisfaction at the Medan Telkomsel Cooperative . This means that when competence is getting better, it will not have an impact on increasing employee job satisfaction at institutions in Medan City.
2. Direct *job description* _ has a significant effect on job satisfaction at the Medan Telkomsel Cooperative . It can be stated that when the institution is able to improve the *job description* that exists in employees, it will also increase job satisfaction.

3. Directly compensation has a significant effect on job satisfaction Telkomsel Medan Cooperative . It can be ascertained that when compensation is increased, it will have an impact on increasing employee job satisfaction Medan Religious High Court and Lubuk Pakam Religious Court
4. Direct job rotation significant effect on job satisfaction in Telkomsel Medan Cooperative . This can be interpreted that when the institution is able to design a job rotation model then this will have an impact on increasing job satisfaction.
5. Directly competence has a significant effect on employee performance in Telkomsel Medan Cooperative . It can be concluded that when competence is increased it will be able to improve employee performance.
6. Directly *job description* has a significant effect on employee performance on Telkomsel Medan Cooperative. This means that when the job description is improved, it will be able to improve employee performance.
7. Directly compensation has no effect on employee performance in Telkomsel Medan Cooperative . This can be interpreted when compensation is increased it will not have an impact on increasing employee performance.
8. Directly , job rotation has a significant effect on employee performance at Telkomsel Medan Cooperative. This means that when work rotation is increased, it will have an impact on increasing employee performance.
9. Directly job satisfaction has a significant effect on employee performance in Telkomsel Medan Cooperative. This means that when job satisfaction is increased, it will have an impact on increasing employee performance.
10. Indirectly, competence has an effect on performance through job satisfaction . This means that when competence is increased, it will affect contextual performance through job satisfaction.
11. Indirectly *job description* significant effect on performance through job satisfaction . This can be interpreted that when the *job description* is getting better, it will be able to increase job satisfaction and also have an impact on improving performance.
12. Indirect compensation _ significant effect on performance through job satisfaction . It can be ascertained that when this compensation is getting better, it will be able to increase job satisfaction and also have an impact on improving performance.
13. Indirectly job rotation has no effect on performance through job satisfaction . This can be interpreted that when job rotation the better it is able to increase job satisfaction and the impact also increases performance.

Suggestions

Suggestions in this study are as follows:

1. It is recommended that the Medan Telkomsel Cooperative continue to conduct training and development for employees so that employee performance can be maximally able to provide maximum service both to the community and in achieving institutional targets.
2. In strategic positions, employees who are considered worthy and able to fill these positions should be considered. The goal is that when making decisions can be done quickly and precisely in accordance with existing regulations.
3. Creating a comfortable working atmosphere should be done through good communication between leaders and subordinates. Coordination of work to avoid mistakes is certainly needed. Therefore, a special WhatsApp group is needed in each section to ensure that the decisions to be taken are correct and not wrong, which will harm many parties.
4. Job rotation should be reviewed for at least 1 year at each level in the Medan Telkomsel Cooperative. The goal is that employees do not feel bored with the existing work or want to make sure each employee feels comfortable in a certain position.

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