

Influence of Non-Physical Work Environment, Job Rotation, Demographic Characteristics on Career Development and Employee Achievement

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ABSTRACT

The objectives of this study analyze the significant effect non-physical work environment on career development and employee performance, analyze the binding effect of rotation on career development and employee performance, analyze the considerable impact of demographic characteristics of career development and work performance of BPJS Employment Bali Nusa Tenggara Papua (BANUSPA). The sample in this study were 42 employees of BPJS Employment BANUSPA who were determined based on the criteria Random sampling clusters. The data analysis method used in this study is Partial Least Square (PLS) analysis. The research results show that a non-physical work environment significantly affects employee career development. Job rotation has a considerable effect on employee career development. Demographic characteristics significantly affect employee career development. Environment work non physical significant impact on work performance employee. Job rotation has a substantial influence on the work performance of employees. Demographic characteristics significantly affect on work performance of employees.

Keywords: Non-Physical Work Environment, Job Rotation, Demographic Characteristics on Career Development and Work Achievement

INTRODUCTION

The current challenges of globalization have implications for changes in organizational structure. Changes in the external and internal environment related to the development and improvement of organizational capabilities cannot be separated from the importance of human resources (HR). Human resources are one of the most critical assets for any organization to achieve goals (Basuki, 2017). Career development is an employee's efforts to achieve a career plan (Chaerunniza, 2012). Rosyidah (2016) revealed that employee career planning and development programs focus on helping employees achieve the competencies, knowledge, skills, and abilities needed to make effective career decisions.

In addition to career development, job performance for employees in a company is very important. For employees, job performance is also a guarantee for their future work. Therefore, career

development and employee performance are not coincidental, but many factors influence it: the non-physical work environment, job rotation, and demographic characteristics. The non-physical work environment can affect career development and employee performance. Togas & Uhing (2015) stated that the non-physical work environment is all the circumstances related to co-worker relationships or subordinates. The results of research by Sumadewi & Suwandana (2017) showed that the non-physical work environment and career development affect employee performance.

The research results by Nurhasanah (2010) stated that non-physical work environment variables significantly positively affected employee career development. Wahyuni study et al. (2014) found that the non-physical work environment significantly positively affects employee career development. In contrast to the results of Pangestuti's research (2019) found that there was no significant effect between the non-physical work environment on work performance. Furthermore, a study by Brotojoyo et al. (2017) found no influence between the non-physical work environment and employee career development.

In addition to the non-physical work environment, job rotation also affects career development and employee performance. According to Nanda et al. (2014), job rotation is rotating the placement of structural and functional officials from one particular position to another specified in a compulsory (mandatory) policy. According to Chrisdayanti et al. (2021), companies should carry out work rotation to eliminate boredom at work and improve employee skills. Career development is significant for companies because there is job rotation, and the company's rotation wheel can run well.

Research conducted by Nanda et al. (2014) showed the results that job rotation has a significant effect on work performance. At the same time, the results of a study by Nusantara and Ni'mah (2019) found that Job rotation has a negative and insignificant impact on employee performance.

LITERATURE REVIEW

Non-Physical Work Environment

Wahyuni et al. (2014) stated that the non-physical work environment is everything around workers and can affect employees' physical and mental conditions at work. According to Brotojoyo et al. (2017), the non-physical work environment is everything that can directly or indirectly affect a person or group of people in their activities. The non-physical work environment indicators, according to Sedarmayanti (2013), are work structure, work responsibilities, attention and support from leaders, cooperation between groups, and smooth communication.

Job Rotation

Employees who work continuously for an extended period and no change in tasks from what they are doing will cause boredom. The company in overcoming the problems experienced by employees by improving its management system, such as updating the work plan. One alternative is implementing a job rotation policy. Job rotation can be interpreted as the periodic change of workers from one task to another (Robbins, 2012).

Saravani and Abbasi (2013) define job rotation as the most crucial approach to job design and HR development policies that have the potential to increase job satisfaction and increase employee capabilities. Meanwhile, Jorgensen (in Kaymaz, 2010) states job rotation as working in different tasks/positions in a certain period. Rotation indicators, according to Edwin (2013), are Experience, Knowledge, Needs, Work performance, Responsibility,

Demographic Characteristics

Hauser and Duncan (1959) proposed the definition of demography as a science that studies the population's number, distribution, territory, and composition, and its changes and the causes of these

changes, which usually arise due to fertility, mortality, migration, and social mobilization. In addition, Hardywinoto & Setiabudhi (2005) defines demography as the study of the population, which involves various aspects such as population, increasing percentage, gender, age, occupation, health, birth rate, lifestyle, marriage, and other things about the people. Several demographic characteristics are age, gender, education level, marital status, and years of service (Sarwono & Soeroso, 2001).

Conceptual Framework

Career development can be said to indicate an increase in one's status in a predetermined career path. In addition, career development is a process of increasing one's work ability that encourages company performance growth. Career development for employees must be supported by several predetermined criteria such as achievement, weight, assignment/job, position vacancies, work productivity, efficiency, and others. The results of research by Nasution & Rahayu (2020) state that career development can increase employee performance.

Career development and work performance of employees is not a coincidence, but many factors influence it, namely the non-physical work environment, job rotation, and demographic characteristics. The non-physical work environment can affect career development and employee performance. Togas & Uhing (2015) stated that the non-physical work environment is all the circumstances related to co-worker relationships or subordinates. In addition, the effect of job rotation on career development and work performance can be explained from various perspectives. Job rotation is an effective way to enhance career development through its contribution to developing employee capabilities, especially for those who need to be trained in the workplace (Nurhasanah, 2020).

The conceptual framework aims to explain the focus of the research problem regarding variables or research objects, namely job rotation, demographic characteristics and non-physical work environment, career development, and work performance. Furthermore, this section will propose a framework or conceptual thinking model, which has become an empirical research model and serves as a guide in conducting research. This section explains the effect of rotation, demographic characteristics, and non-physical work environment on career development and work performance, as a whole can be seen as follows:

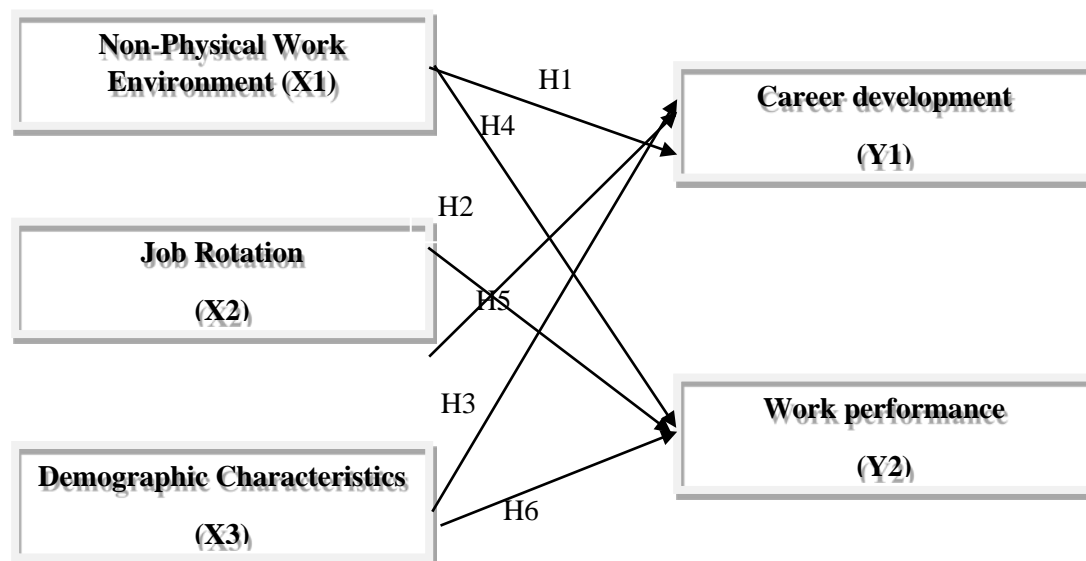


Figure 1. Research Conceptual Framework

Based on the background of the problem, theoretical review, and conceptual research framework, the following research hypotheses can be proposed:

- H1: Non-physical work environment significant effect development
- H2: Job rotation significant effect on career development.
- H3: Demographic characteristics significant effect on career development.
- H4: Non-physical work environment significant effect on work performance.
- H5: Job rotation significant effect on work performance.
- H6: Demographic characteristics significant effect on work performance.

RESEARCH METHODS

This research is quantitative research with an associative-causal research design. Sugiyono (2019) states that Associative-Causal is a research problem formulation that asks about the relationship between two or more variables. The location of this research is in the area of the BPJS Employment BANUSPA office distributing questionnaires to permanent employees. The reason for determining the location of this research was based on the results of the Employment BPJS survey in determining the area of interest of all Employment BPJS employees who found interest in the lowest spot, namely BANUSPA. Most employees do not want to be placed in the Banuspa Regional Office due to their geographical location, demographic reasons, or other reasons.

The sample in this study were 42 employees of BPJS Employment BANUSPA who were determined based on the criteria Random sampling clusters. The data analysis method used in this study is Partial Least Square (PLS) analysis. Partial Least Square is a powerful analytical method that is not based on many assumptions (Husein, 2015).

PLS (Partial Least Square) approach is distribution-free (does not assume certain data, and can be nominal, category, ordinal, interval, and ratio). (Partial Least Square) PLS uses the bootstrapping method or random multiplication where the assumption of normality will not be a problem for (Partial Least Square) PLS. Besides that (Partial Least Square) PLS does not require a minimum number of samples to be used in research; research with small samples can still use (Partial Least Square) PLS. Partial Least Square is classified as a non-parametric type; therefore, in PLS modeling, data with normal distribution is not needed (Husein, 2015).

RESEARCH RESULT

This research involved 42 employees of the BPJS Employment BANUSPA. There are 33 male employees (78.6%) and nine female employees (21.4%). Respondents with a Master's degree with a total of 4 people (9.5%), a Bachelor's degree with a total of 37 people (88.1%), and a Diploma with a total of 1 person (2.4%). Thus, with higher education, the person's knowledge will also be more comprehensive, so education can influence a person's career development and work performance.

Characteristics of respondents based on age obtained in this study that respondents with age > 40 years with a total of 4 people (9.5%), with ages 31 - 40 years with a total of 14 people (33.3%), and with periods ≤ 30 Year with a total of 24 people (57.1%). This shows that the age group ≤ 30 years is productive, thus influencing career development and work performance (El Citra, 2015).

Characteristics of respondents based on length of work obtained in this study that respondents with size of work ≤ 5 years with a total of 16 people (38.1%), length of work 6-10 years with a total of 18 people (42.9%), and length of work ≥ 10 years with a total of 8 people (19%). This shows that

working time of 6-10 years is a long enough category, thus affecting career development and work performance (El Citra, 2015).

Results of Hypothesis Testing with PLS

The results of testing the relationship between research variables can be seen from the path coefficient and critical point (t-statistic) values which are significant at $\alpha = 0.05$ (t-statistic > 1.69) and $p < 0.05$. If the results of testing the hypothesis on the outer model are substantial, it indicates that the indicator can be used as an instrument for measuring latent variables, whereas if the results of testing the inner model are substantial, it means that there is a powerful influence between the latent variables.

Table 1. Relations Between Variables

No	Relations Between Variables	T-statistics	P-value	Conclusion
1	Non-physical work environment(X1) * Career development (Y1)	2,091	0.037	Significant
2	Job rotation(X2) * Career development (Y1)	0.798	0.425	Non significant
3	Demographic characteristics(X3) * Career development (Y1)	5,137	0.000	Significant
4	Non-physical work environment(X1) * work performance (Y2)	3,440	0.001	Significant
5	Job rotation(X2) * work performance (Y2)	1,011	0.313	Not significant
6	Demographic characteristics(X3) * work performance (Y2)	3,743	0.000	Significant

Table 1. above shows that of the six relationships between the variables proposed, four relationships between other variables are significant, namely Non-physical work environment (X1) with career development (Y1), Demographic characteristics (X3) with career development (Y1), Non-physical work environment (X1) with work performance (Y2), and Demographic characteristics (X3) with work performance (Y2). In contrast, two the relationship between other variables is not significant, namely job rotation (X2) with career development (Y1) and job rotation (X2) with work performance (Y2).

DISCUSSION

Effect of Non-Physical Work Environment on Career Development

The research results show that non-physical work environments significantly affect employee career development. The non-physical work environment, which is part of the conditions of the employee's work environment, also has a significant influence on employee career development; if employees are unable to create a complete work environment, then a family atmosphere and good communication between employees can be ensured that performance will be disrupted which has an impact on career development (Fahmi & Hariasih, 2016). In addition, applying a non-physical work environment, such as providing services to employees in terms of safety at work, will make employees feel safe and comfortable so that they can intrinsically motivate employees to complete work that has an impact on career development (Supriadi & Anitra, 2020).

The results of these studies are supported by research resultsTogas & Uhing (2015) stated that the non-physical work environment is all the circumstances related to the relationship between

colleagues or subordinates. The results of research by Sumadewi & Suwandana (2017) showed that the non-physical work environment and career development affect employee performance.

Effect of Job Rotation on Career Development

The research results show that job rotation has no significant effect on career development. Some respondents thought that job rotation was done only to make ends meet organizational needs or cover vacancies that suddenly resign based on an assessment of the attitude of employees who have high responsibility towards the company. Sometimes many employees do not understand their new performance after a job rotation.

According to Ni'mah (2019), job rotation is an alternative for employees who already consider the work being done is no longer challenging, so the employee should be transferred to another job with the same level and skill requirements. Work carried out continuously for a prolonged enough period will cause boredom, affecting employee performance in completing existing tasks. For this reason, work rotation is significant as one of the considerations for improving performance which is expected to reduce the saturation that occurs during work. However, it does not influence employee career development (Nasution & Rahayu, 2020).

Research results support the results of these studies which found no effect on job rotation and employee career development. In contrast to the results of Chrisdayanti's research, et al. (2021) said job rotation significantly influences employee career development. Research by Purwanto et al. (2020) shows the result that job rotation has a significant effect on employee career development.

Effect of Demographic Characteristics on Career Development

The research results show that demographic characteristics significantly affect career development. Shaffer (2010) identified several factors, such as age, tenure, education, and job involvement, that had no significant impact on career development. In addition, according to Karen et al. (2021), demographic characteristics (such as age, gender, race, and level of education) influence career development. From this statement, it can be said that age, gender, and education are not significantly related to career development variables.

Results study supported with Ni'mah research results (2019); shows that demographic factors (gender, age, years of service, education) influence employee career development. This is supported by research by Rosyidah (2016), which proves that demographic factors are significantly correlated with career development. In addition, study conducted by Harahap & Widyaiswara (2019) that demographic factors influence work performance and employee career development. Gaby et al. (2017) which shows that demographic characteristics have a relationship to employee career development.

Effect of Non-Physical Work Environment on Work Performance

The research results show that non-physical work environment significant effect on work performance of employees of BPJS Employment Bali Nusa Tenggara Papua One of the efforts to produce good work performance or even improve the performance of employees is to create a good, comfortable, safe and pleasant work environment. Employees will feel at home in their work environment which will affect their performance (Kawuluan, 2016). Work performance is the results of work functions or activities of a person or group within an organization within a certain period (Harahap & Widyaiswara, 2019).

The results of this study reinforce the effects of Supriadi & Anitra's research (2020) where there is a positive and significant relationship between the non-physical work environment and work performance. The results of study by Rena, et al (2019), that the non-physical work environment has a positive relationship and influence on employee performance.

Effect of Job Rotation on Job Performance

The research results show that work rotation has no significant effect on work performance of BPJS Employment Bali Nusa Tenggara Papua employees. Job rotation is the most effective method to improve employee professionalism. With this work rotation method, employees will add skills from various fields of work, experience, abilities and knowledge related to technological change, so that it will provide increased performance. However, if work rotation is carried out without being based on knowledge and experience that is in accordance with the abilities of employees, it can have a negative effect in the form of a decrease in one's productivity and quality of work. Therefore, work rotation must be carried out with careful planning and measurement. In line with research by Nusantara and Ni'mah (2019), found that work rotation has a negative and insignificant effect on employee performance.

Effect of Demographic Characteristics on Job Performance

The research results show that demographic characteristics have a significant effect on the work performance of BPJS Employment Bali Nusa Tenggara Papua employees. According to Cintya (2015), the factors that influence an employee's work performance are demographic characteristics. This is in line with research conducted by Suranti (2021) that demographic factors influence employee performance. In addition, study conducted by Harahap & Widyaiswara (2019) that demographic factors impact work performance and employee career development. The results of the study by Harahap & Widyaiswara (2019) show that demographic characteristics have an impact on work performance. Research by Ardiansyah, et.al (2014) shows that demographic characteristics have a significant effect on work performance.

CONCLUSION

Based on the analysis and results,, it can be concluded as follows:

1. Non-physical work environment has no significant effect on development of the careers of BPJS Employment BANUSPA. This is due to because the organizational structure in the workplace has shown that there is a division of labor and the functions of the activities are coordinated accordingly.
2. Job rotation has no significant effect on career development for BPJS Employment Bali Nusa Tenggara Papua employees. This is because work rotation has not run optimally.
3. Demographic characteristics have a significant effect on career development for BPJS Employment Bali Nusa Tenggara Papua employees. This is caused by education level is an indicator in career development.
4. Environment has no significant effect on work performance employees of the BPJS Employment BANUSPA. This is due to because support for employees is in the form of behavior related to communication, decision making and the behavior of using power in influencing other people (employees).
5. Job rotation has no significant effect on work performance employees of the BPJS Employment BANUSPA. This is because work rotation has not run optimally.
6. Demographic characteristics have a significant effect on work performance employees of the BPJS Employment BANUSPA. This is caused by education level affects the level of one's work performance.

RECOMMENDATION

Based on the results of the research and matters related to the limitations of this research, the following suggestions can be given:

1. The work rotation variable should be a concern in the bPJS Employment Bali Nusa Tenggara Papua area, especially inexperience indicators, so that employee work experience can be used as a benchmark for carrying out work rotations at the BPJS Employment Bali Nusa Tenggara Papua
2. It is recommended that other researchers analyze different variables that affect career development and work performance.
3. For further research, it can be used as a reference when researching the influence of non-physical work environment, job rotation, and demographic characteristics on career development and work performance of BPJS Employment Bali Nusa Tenggara Papua employees.

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