

PERCEPTION OF JOB ROTATION AS A CAREER ENHANCEMENT EFFORT: A CASE STUDY AT THE MEMPAWAH POLICE STATION

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Abstract: Job rotation refers to the rotation of employees in the work environment which has the potential lowering the employee motivation. However, it has several dimensions related to motivation which encourage the employees to do positive things for the organization. This study contributes to the literature explaining the benefit of job rotation which fosters the perspective of promotion within the scope of tour of duty and tour of area. The job rotation has been commonly applied to maintain the police institution's sustainability and played a role as a promotion for future employees' career. Further, the job rotation also influences the employees to have a high motivation to work and build good perspectives which simultaneously helps them perform well at work. This research is based on a case study which involved 9 informants as the primary data. The data was analyzed in a qualitative manner using NVivo 12 plus version 2019. The results show that the dimensions of job rotation had supported increasing the motivation to work in the Indonesian National Police, especially in Mempawah, West Kalimantan.

Keywords: *Job Rotation, Motivation, Tour of Area, Tour of Duty*

1. Introduction

Job rotation has been regularly done by the Human Resource Management (HRM). Previous studies had demonstrated various benefits of jobs rotation for organizations (Olorunsola, 2000), such as developing skills, knowledge, and effectiveness of employees' performance (Kampkötter, Harbring, & Sliwka, 2018). There are times where the benefits of job rotation at the organizational level are different compared to the ones at individual level. Mohsan (2012) proved the negative effect of job rotation on employee motivation. He found that the employees become less motivated and instead, be more likely to commit to only their respective work specialties.

In fact, the job rotation is such a systematic and planned movement of HRM from one work environment to another or it can be defined as changes in the form of tasks, job content or a department within the organization (Olorunsola, 2000). It does not always have a negative impact on the employees and organization. A research on job rotation conducted by Kaymaz (2010) found that the employee rotation could increase motivation, reduce the level of boredom and monotonous work, increase knowledge, skills, competence, and efforts to develop social relationships.

Further, the job rotation also allows the employees to be placed in new work units, so

that they can reduce boredom and help them develop in working from specialists to generalists (DeCenzo & Robbins, 2010). A study in Pakistan confirmed that the employees went through a job rotation were less motivated and more likely to be committed to their respective work specialties (Mohsan, 2012). Their research results are in accordance with the one in Korea by Lee & Lee (2018) which stated that the job rotation could be an obstacle for the employees who preferred to specialize on a specific unit. Discussions about the adverse effects of job rotation have not resulted in scientific agreement, considering that there are still inconsistencies in the research results. A study by Khan et al., (2014) found that there was a positive relationship among the job rotation, job performance, and organizational commitment. Gaps in the researches on the job rotation and its impact on the employee motivation or performance show that there is still an opportunity to conduct an in-depth research to achieve consistent results.

In addition, the discussions and arguments regarding the job rotation clearly show inconsistencies, thus providing an opportunity for researches exploring this issue so that the findings' validity can be obtained. Ideally, the researches of job rotation focus on a type of organization that has never been studied, such as a non-profit organization or even a governmental organization. Conducting a job rotation research in non-profit organizations – such as military institutions – are expected to provide insights supporting the achievement of scientific agreement regarding the impact of job rotation on the employees' performance and motivation. In Indonesia, one of the military institutions that implement the job rotation is the National Police of the Republic of Indonesia (*Kepolisian Negara Republik Indonesia*, hereafter abbreviated as POLRI).

POLRI is one of the military institutions in Indonesia that regularly implements the job rotation as a strategy in an effort to provide new knowledge and skills across departments as well as part of lessons for the institution itself. POLRI understands that today's challenges are the 4.0 industrial revolution which will affect the needs of human resources of POLRI, so that in the future there will be new competency needs expected from all POLRI employees (Heri, 2019). The job rotation implemented regularly results to employees with a high interest in participating in activities aiming to gain experience, and obtain skills and knowledge. Those who have gained experience and obtained skills and knowledge tend to have a high desire to be promoted in the institution and it motivates them to show a good performance at work (Zin et al., 2013). Furthermore, the job rotation is also considered as a strategy for it benefits all parties involved and creates effectiveness in the organization. Previous researches also described that the job rotation has been confirmed to bring a positive effect and have a relationship with the employee participation in the career development (Lee & Lee, 2018), rewards (Thongpapanl et al., 2018), learning for employees (Yavarzadeh et al., 2015), job promotions (Zin et al., 2013), job satisfaction, motivation, commitment, work involvement (Kaymaz, 2010; Mohsan, 2012), employee performance and work environment (Zehra, 2015), and punishment (Dedahanov et al., 2016; Rhee et al., 2014).

This article uses a theoretical approach of employee learning, employer learning, and employee motivation theory (Eriksson & Ortega, 2006). These theories are used as a basis to explain the perspective of POLRI as an institution in implementing the job rotation and POLRI employees' perspective regarding the job rotation that is accepted in supporting future careers.

This present study contributes to the HRM literature, especially on the scope of findings on job rotation dimensions as the basis for career enhancement. The research problems of this

study are: 1) what is the basis for implementing job rotation? and 2) how is the perspective of job rotation in the Mempawah Police Station?

2. Literature Review

Job rotation is implemented by organizations to develop skills, knowledge, and effectiveness of the employee's own performance (Kampkötter et al., 2018). The employees who have experience, skills, and knowledge tend to have a high desire to be promoted in the organization so that it motivates them to show a good performance at work (Zin et al., 2013). Their performance can increase due to the effectiveness of job rotation by considering the components of job satisfaction, job saturation, promotion in career, fairness, clarity of tasks and targets in carrying out work within the organization (Yavarzadeh et al., 2015). The job rotation is also considered as a strategy to have good performing employees (Tarus, 2014). The employees who perform well will experience job rotation more often because they are considered capable of carrying out their duties and responsibilities in different positions by getting good compensation as well. Not only the employees with a good work performance, the job rotation is also implemented to the employees with a poor work performance. However, these employees are better rotated on the same line of function in their work environment (Kampkötter et al., 2018).

2.1. Basic Theories of Job Rotation

The first theory that can explain the job rotation is the employee learning theory. It explains that the employees assume that the rotation they received is an effective means to develop their abilities. The job rotation does not only aim to shape behavior according to the organizational environment (Kampkötter et al., 2018), but also as a means to improve skills, communication, and work experience within the organization and aims to develop high-level professional work for employees (Thongpapanl et al., 2018). A research by (Zin et al., 2013) explained that a regular job rotation resulted to the employees to have a high interest in participating, and the employees with experience, skills, and knowledge tended to have a high desire to be promoted in the organization, so that it motivated them to perform well at work. The research also explained that the job rotation was done to build their perspective as organizational employees that this was such a means for them to improve their interest, technical knowledge, and administrative knowledge.

In a research by Khan et al., (2014), they explained that organizations had the programs and policies in implementing the job rotation that gave tolerance for the employees to train skills. The job rotation facilitated the employees who wished to explore different careers or to improve general management skills. However, the job rotation could also be an obstacle for those who preferred to specialize (Lee & Lee, 2018).

In addition, the employer learning theory is the second theory that supports the job rotation. This theory explains that the job rotation provides information to organizations that can be used to increase job allocation among employees. A research by Yavarzadeh et al., (2015) found that the effectiveness of job rotation provided a solution for the organizations to improve the employees' performance. Further, the job rotation is also closely related to organizational innovation. This enables the organizations to invest in human capital by seeing new opportunities, intensifying new methods and ideas, implementing new learning processes and training methods, new management procedures, and having new innovation measures.

The job rotation does not only have an impact on individual human resource components, but also has the same impact on the organization. It is considered a strategy because it benefits all parties involved so that it can create effectiveness in the organization (Gupta & Prasad, 2011). A study of the theory in the HRM development explained that the HR in the organization – which in this case refers to the employees – are considered as a valuable asset for the organization because they can develop appropriate policies and programs as an investment in HR assets to increase their value to the organization (Mello, 2015).

Furthermore, the third theory supporting the job rotation is the employee motivation theory. This theory explains that the job rotation contributes to making work more interesting for the employees. The employees who have the experience, skills, and knowledge tend to have a high desire to be promoted in the organization, so that it motivates them to have a good performance in the organization (Zin et al., 2013). Kampkötter et al., (2018) mentioned that the employees who had a good performance would experience job rotation more often because they were considered capable of carrying out tasks and responsibilities well in different positions by getting good compensation as well. The study also showed that the job rotation did not only apply to well-performed employees, but also to poorly-performed ones. However, they were better rotated in the same line of function in their work environment. In addition to performance, the employee motivation is also influenced by the work environment. This was proven by Kaymaz (2010) who found that the work done repeatedly and in a big scope was considered reducing work productivity by the employees, making the job rotation played a role in reducing the monotony at work, increasing social relations between employees, and increasing the employee motivation.

2.2. Dimensions of Job Rotation

In their research, Zin et al., (2013) mentioned several dimensions of job rotation. The first dimension is interest which encourages the employees to acquire new skills. The skills are developed through cross-departmental-on-the-job-training, aiming to attract the employees to be interested in the job rotation. The second dimension is business knowledge, where the job rotation is carried out by the organization to increase the knowledge on common problems that are developing in the external environment of the organization, so that the employees can understand the goals of the organization and their role in the department. The third dimension is technical knowledge. In this dimension, the organization implements the job rotations to provide the employees with an understanding of the organization's policies, procedures, practices, and business communication networks. Finally, the last dimension mentioned is administrative knowledge dimension. The organization develops planning, organizing, interpersonal, leadership, self-development, and cognitive skills for all employees through job rotation activities. In a research by Kaymaz (2010), the job rotation dimension shown was the development of social relations. In this case, the job rotation was implemented to develop the relationships between employees and internal and external communications. By having strong social relationships, it would help the employees in solving problems that might occur during the process of working.

Table 1. Dimensions of Job Rotation

Author	Dimensions
Kaymaz (2010))	<ul style="list-style-type: none"> • Decreased Monotony • Increased Knowledge, Skill, and Competency • Preparation for Management • Determine the Correct Job/Position • Development of Social Relations
Mohsan (2012)	<ul style="list-style-type: none"> • Employee Motivation • Employee Commitment • Job Involvement
Zin et al. (2013)	<ul style="list-style-type: none"> • Interest • Business Knowledge • Technical Knowledge • Administrative Knowledge
Tarus (2014)	<ul style="list-style-type: none"> • Human Capital Development • Human Capital Transformation
Zehra (2015)	<ul style="list-style-type: none"> • Employee Performance • Employee Motivation • Employee Commitment • Employee Satisfaction
Thongpapanl et al. (2018)	<ul style="list-style-type: none"> • Cross-Functional Collaboration (CFC)

In the era of globalization that has developed in recent years, companies or organizations around the world are required to have human resources with new competencies and innovations, including the companies operating in Indonesia. A research by Moningka (2014) regarding the job rotation in the public service sector in Indonesia explained that the job rotation had an influence on the motivation of public service employees. This effect was based on their expertise, so that the job rotation benefitted them in improving skills in different positions. On the other hand, the employees also believed that the experience gained was also important in improving the skills and adaptability to different environments. In a study by Yusuf (2019) at a state-owned hospital in Indonesia, the job rotation could improve the employee performance and job satisfaction. This effect was based on the workload and conditions of the employee's work environment in the hospital which was repeated, monotonous, continuously done for a long period, thus the job rotation played a role in signaling the occurrence of conflicts in the hospital environment.

3. Research Method

This research was conducted to Departmental Police (*Kepolisian Resor*, hereafter abbreviated as POLRES) of Mempawah, West Kalimantan. This qualitative research method uses a single case study approach (So, 2011). The focuses of this research are first, to link the job rotation theory to describe the basic considerations in implementing the job rotation; and second, to describe the perspective of governmental organizations in implementing the job rotation and the perspective of employees on the job rotation. The research framework is

developed based on the theory of employee learning, employer learning, and employee motivation (Eriksson & Ortega, 2006).

The validity of the primary data was obtained through in-depth and structured interviews (Sekaran & Bougie, 2016). Informants were selected based on the following criteria: should be leaders and/or employees who have experienced job rotation. There was a total of 9 informants participated in this study. The authors interviewed the chiefs of POLRES Mempawah between July and October. After the interview data was obtained, the next process was to do data reduction, data display, and to draw conclusions (Sekaran & Bougie, 2016). The data was analyzed using NVivo 12 Plus version 2019.

Table 2. Research Informants

Informant ID	Position	Interview date
P1	Deputy Chief of Departmental Police	2020-10-20
P2	Head of Human Resource Department	2020-07-24
P3	Chief of Sectoral Police	2020-08-27
P4	Police Officer	2020-08-25
P5	Police Officer	2020-08-03
P6	Police Officer	2020-09-05
P7	Police Officer	2020-08-25
P8	Police Officer	2020-09-02
P9	Police Officer	2020-08-22

4. Results and Discussion

POLRES Mempawah formerly known as POLRES Pontianak are geographically located in the western part of the province of West Kalimantan. There were a total of 449 members or employees. The following are results of this study on the implementation of job rotation based on the basic components of the formation of job rotation in the researches by (Kaymaz, 2010), (Zin et al., 2013), and (Hasibuan, 2016).

4.1. Basis of Job Rotation

The results of in-depth interviews with all informants and triangulation resulted in the data analyzed using Nvivo 12 explaining the basis of job rotation. The job rotation on the employees as the research objects was carried out with the principles of legality, accountability, transparency, objectivity, and anti-corruption, collusion, and nepotism. This principle was applied, aiming that every employee had the same opportunities and rights at work. In other words, the rotation was carried out based on applicable job guidelines. The chiefs could not rotate the employees without clear and firm foundations and based on vacancies, effective work execution and considerations of the basis of humanity.

There had been various careful considerations before making a rotation. One of them was to provide refreshment to the work environment. A regular and routine work might bring an impact on declining performance. Thus, a rotation was done for the purpose of refreshing the work environment. Below, Figure 1. displays the results of data processing

using Nvivo 12 regarding the basis for implementing a job rotation at POLRES Mempawah.

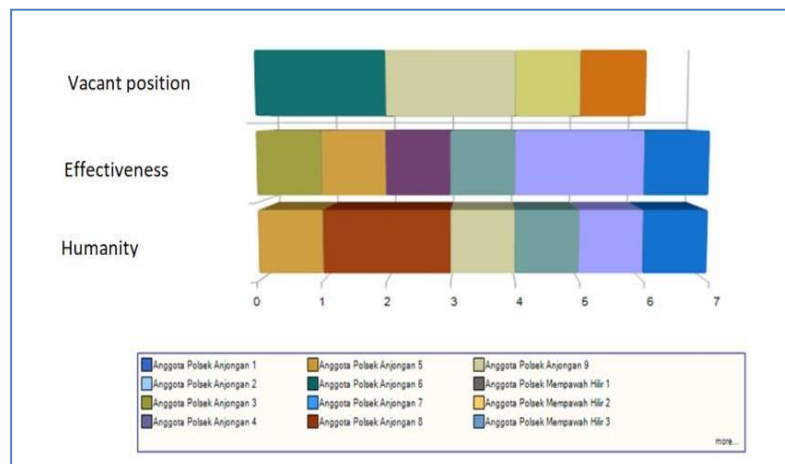


Figure 1. Basis of Job Rotation

The implementation of job rotation in POLRI work environment was based on the organizational needs in the form of Tour of Duty and Tour of Area. This is in accordance with a previous research which mentioned that the tour of duty was analogous to the transfer of an employee's position from one position to another but still at the same location (Razzell 1963). In the interview process, informant P1 explained that: *"job rotation in POLRI environment, especially POLRES Mempawah is carried out based on the needs and dynamics of the organization. In addition, the leaders cannot make a rotation without proper basis and consideration based on the applicable mechanism. The leaders of POLRES Mempawah also consider the urgency of implementing the rotation. This is done to understand whether the rotation is in the context of Tour of Duty or Tour of Area for all Mempawah police officers or not."*

Further, the job rotation was also done according to the rules set by the head of the institution. The leaders' consideration in doing rotations was based on various organizational needs and situations. Informant P7 emphasized the needs of the organization as a basis for rotation by stating that: *"...in implementing a rotation, the Human Resource Department of the Indonesian National Police has first considered the employees' skills, so that those who are rotated can move according to the goals and needs of the organization in the future."* Besides the needs of organization, the rotation was done by prioritizing the principle of humanity for the employees. The principle of humanity in rotation was manifested in the form of identifying factors that could hinder the employee performance, including distance traveled and the employees' physical condition and health. Informant P4 explained that: *"...it is not uncommon for rotations to be implemented on the basis of the physical condition of employees. The employees with poor physical condition and health will often be rotated in the POLRI health sector, so that their health can always be monitored."* The rotation was also done by considering the urgency of situation due to vacancies after certain events or policies, as explained by P5 that:

"...a middle-level management position should be held by an officer and due to limited staff, the position was given to a senior non-commissioned officer. It was an urgent situation, but POLRI still considered the capabilities of the employee concerned." This consideration was

made to maintain the organizational productivity.

The job rotation within the POLRI institution also recognized the rotations carried out on the basis of employee requests. It was basically carried out with the initiative of employees, with the intention of preparing for a career, preparing skills or abilities in the form of Vocational Education, to the health condition felt by the employee. Although it was the employee's request, the rotation was still implemented in accordance with the rules and regulations applied. It aimed to not affect the implementation of the unit's main tasks that would be left behind by the person concerned. According to informant P3, *"...when a new police officer has graduated from an education program, of course, he has been provided with the knowledge of the police functions in general. However, this does not mean that his skills and knowledge stop there, they will continue to develop over time. On this basis, the police officers who have just graduated are very interested in new things in the work environment, especially the functions they enjoy. This interest encourages them to specialize in the specific tasks and functions, so that the process they will go through is to apply for transfer to the function they are interested in. The job rotation carried out in accordance with their field of interest will make it easier for them to acquire new skills and knowledge through vocational education."* In the interview with an informant, it could be concluded that the job rotation was a means for POLRI officers to experience and acquire new skills and knowledge across departments that had never been occupied. These skills and knowledge were expected to support the employees' careers in the future.

The implementation of job rotation could also be based on merit system. At the POLRI institution, the merit system was based on a scientific and objective basis, and the results of work performance. In the current era, POLRI rotated the employees by considering the process and results of work as POLRI officers. According to informant P3, he revealed that: *"...in the application of job rotation, these positions must be filled by people who are competent, professional, and independent of group interests, so that the merit system has become the basis of policy in rotating the employees, especially in the POLRI environment."* Informant P1 also explained that: *"...the job rotation within the POLRI environment is always carried out on the basis of evaluating the employee performance. It could not be carried out on the basis of likes and dislikes towards certain employees because POLRI is currently in the front line in protecting, nurturing, and serving the public."* During the process, the merit system was carried out by evaluating the work of employees based on the principles of legality, accountability, transparency, objectivity, and anti-corruption, collusion, and nepotism. The results of the assessment also considered the employees who were competent, professional, and independent of group interests, so that the job rotation could apply to the right employee in the position based on their achievements and competencies. Furthermore, the job rotation was also implemented based on compliance with institutional orders. POLRI as one of the state military institutions that had the function of protecting, nurturing, and serving the community would obey and be subject to the laws in force in the Republic of Indonesia. The compliance with the law in carrying out each of its duties and functions would also be obeyed by all employees / officers. The officers basically assumed that the leaders' orders were the orders from the state that were carried out based on the law. The job rotation based on the employees' compliance within POLRES Mempawah was carried out by considering the employees' loyalty to POLRI. According to informant P6, he emphasized that: *"...the higher the loyalty to the institution, the more the responsibilities of the duties. A high loyalty was the basis for assessing rotation, especially in implementing the*

seniority system within the POLRI environment. The job rotation for the employees who have passed their productive period and begin to enter the retirement period will be carried out by implementing the seniority system.” This job rotation for seniors generally aimed to maintain their productivity and performance. The loyalty and obedience to the institution of the senior police officers who had passed their period of service could not be measured. Therefore, the seniority system is implemented by the National Police to continue to give trust to senior employees. The seniority system was also carried out in an effort to minimize the number of seniors with non-job status or without positions as currently the military institutions in Indonesia were experiencing a position crisis for their top levels. However, the job rotation for the seniors still considered the humanity principle, but did not necessarily sacrifice the quality of the function or position to be taken.

Based on the results of in-depth interviews, it could be concluded that the job rotation at POLRES Mempawah was part of the employee's career path. The following Figure 2. illustrates the basis for applying job rotation as an effort to improve careers:

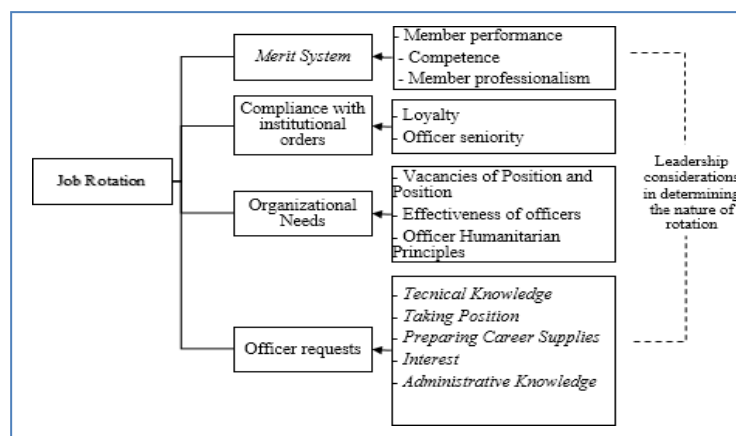


Figure 2. Job-Rotation-Career Path

Figure 2. shows the job rotation carried out based on the career enhancement. The purpose of job rotation – mostly to promote employees – was such a step in HRM that motivated the employees. In other words, the job rotation made the employees more enthusiastic at work. This finding is in accordance with the research of (Khan et al., 2014) which proved that the job rotation was an excellent tool to increase commitment, employee performance and the effectiveness of an organization. The study also explained that the organization had the programs and policies in implementing the job rotation that still gave tolerance for employees to practice skills.

4.2. Perspectives of Job Rotation

The job rotation for POLRI employees / officers was carried out with the following principles: 1) vertical and horizontal positions; changes of location or place of duty, and tasks that tend to be different; 2) placement of the right employee in the right position according to the competence and performance of the duties held (Merit System); 3) direction of utilization of employee career development; 4) rewards and punishments; 5) balance regulation between the organization and employees' interests; and 6) seniority system without compromising on quality. In its scope, the job rotation for POLRI employees included: promotion, equal position, and demotion. This scope was applied to the job rotation

process with the aim of providing justice to all employees, so that POLRI had the strong basis in providing rewards and punishments.

The findings also confirm the employee's perception of job rotation as a form of promotion. It was considered as an award in the form of trust to occupy a higher position. Informant P8 explained that: *"...the promotion is given in the form of placement in the scope of management at the officer-level while he is only at the non-commissioned-officer-level."* This promotional job rotation was given to employees based on work performance that supported the promotion. The employee performance was essential because the rotation to a higher position was based on the merit system. A rotation based on achievement aimed to increase the employee motivation.

In addition to the promotional job rotation, POLRI also applied a demotion-based job rotation. It was applied as part of the punishment. The demotion as a punishment did not reduce motivation. Informants mentioned that the demotion was seen as an opportunity to learn from mistakes. It was rarely felt by employees. Informant P9 who had experienced a demotion stated that: *"...the demotion was accepted for actions that did not comply with the institutional regulations, so I was given a warning in the form of a rotation of functions which might be difficult to carry out. Three years after receiving the demotion, it was proven a few months ago that I accepted a promotion of rehabilitation policy to occupy a promotional position."* The application of demotion required the leader to first investigate the background of the undisciplined action, followed by a code of ethics trial that resulted in a penalty decision in the form of a job change. Based on the data obtained from the informants, a perspective description of the scope of job rotation received in the POLRI environment was obtained, including promotion, equal position and demotion.

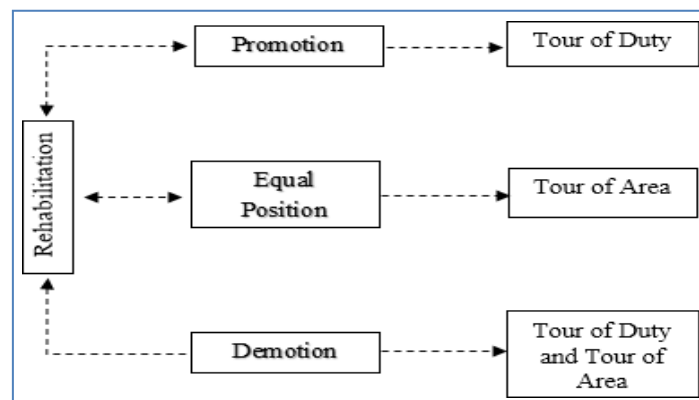


Figure 3. Perspectives of Job Rotation in POLRI Environment

Figure 3. shows that the employees considered the job rotation as a form of promotion given by the organization through a position that supported an increase in their career paths in the future. The employees understood that the job rotation could provide them with skills, knowledge, and experience that could support their careers.

4.3. Discussion

The National Police of the Republic of Indonesia is one of the military institutions in Indonesia that regularly implements job rotations. The aim is not only as a form of refreshment in the work environment, yet over time, the job rotation is also utilized as a

strategy in providing lessons for all employees to support their careers in the future. Not only for the employees, the job rotation also provides lessons for organizations in achieving the organizational goals. Especially in this era of the 4.0 industrial revolution, POLRI is required to have HRM who are able to have competencies and innovations that are always changing and updated.

This article contributes to the literature by providing an overview of basis of job rotation and the perspective of job rotation recipients in relation to the theory of employee learning, employer learning, and employee motivation (Eriksson & Ortega, 2006) conducted at a military institution in Indonesia. The practical implication of this study is that POLRI is able to provide advance preparation to all employees before doing a job rotation. This preparation may include the skills, knowledge, and mentality of the employee concerned, especially in the application of promotional rotations and the organization, in fact, provides space for the poorly-performed employees in an effort to improve their performance so that they can be promoted to the positions within the scope of the tour of duty or tour of area. Besides, the job rotation provides the information that the organization can use to improve the employees' job allocations. With the job rotation policy, every time a POLRI employee receives a job rotation, POLRI can also learn about the employees' new abilities as a result of the positive impact of job rotation. Thus, POLRI can place the right employees in the right positions based on their competency and achievements.

5. Conclusion

The focuses of this research are: *first*, to use the concept of job rotation to describe the basic considerations of job rotation.; and *second*, to describe the perspective of POLRI Institution in implementing the job rotation and the perspective of POLRI employees on the accepted job rotation in supporting future careers. The theories used are employee learning, employer learning, and employee motivation theory (Eriksson & Ortega, 2006).

This article contributes to the literature by describing the basics of job rotation within the Indonesian National Police or governmental organizations. The job rotation was proven to be done to provide a means for employees to gain lessons in improving skills and knowledge (employee learning). The findings of this research also support Kampkötter et al., (2018) which stated that the job rotation was carried out to shape behavior according to the organizational environment, as well as to develop skills, knowledge, and effectiveness of employee performance. The research by Gupta & Prasad (2011) also explained that the job rotation did not only have an impact on the individual components of human resources, but also had the same impact on the organization.

This present study also finds that the job rotation was considered as a long-term employee management strategy. It was used as an employee management strategy because it provided benefits for stakeholders, so that the organizational effectiveness can be created. Further, the job rotation also allowed organizations to have information to use as an effort to improve the employer learning, especially on the allocation of competent employees in the right positions. The job rotation also provided space for employees to explore their careers independently based on the employee requests.

The findings in this study describe the employee's perspective on accepted job rotation. There were three types of job rotation that POLRI applied, including: promotion, equal position, and demotion. Each of them had their own scope (shown in Figure 2) and was determined objectively (merit system). This was considered as a form of justice given to all

employees, especially in giving rewards and punishments. It aimed to motivate the employees (employee motivation) to have a better performance, so that collaboration between departments within the POLRI environment run dynamically and comfortably. In addition, most of the rotations were promotional where the employees would be given positions that could support their future careers. In addition, the employees also considered the position given was highly strategic in preparing the ability for the desired career in the future. A strategic position, according to employees, was when the position given was in accordance with their vocational education certification in order to support their future career. This finding supports the research of Yavarzadeh et al., (2015) explaining that the job rotation could increase the work performance if it considered the components of work saturation, promotion in career, fairness, clarity of tasks and targets in carrying out work within the organization environment.

Based on these various findings in this research, it can be concluded that the job rotation is the rotation of employee positions on all lines, specifically in the organization with different jobs and responsibilities from previous positions. The employees who have been involved in the job rotation are expected to understand the collaboration between departments and have an appreciation of the processes that exist within the organization. The initial principle of job rotation is to place the organization's employees in the right position and with the appropriate work environment. The job rotation can place the employees in the right position and environment, so that it will increase their morale and productivity. There are three types of job rotation within the Indonesian National Police (POLRI), namely promotion, equal position, and demotion, as well as the scope for changing positions or positions which include tour of duty or tour of area.

In implementing the job rotation, POLRI is not only concerned with the sustainability of the organization or institution, but also attaches the importance to the careers of its employees in the future. This is shown from the research results on the four basic job rotations (shown in Figure 1). The goal is not only to maintain the organization in an ever-changing external condition, but also to make employees highly motivated and build a good perspective (shown in Figure 2), so that they can provide a high performance for the organization. This finding supports the previous research by Gupta & Prasad (2011), explaining that the job rotation did not only have an impact on the individual components of human resources, but also had the same impact on organizations. The job rotation is also considered as a strategy because it benefits all parties involved so that it can create effectiveness in the organization.

Besides, the job rotation provides information that the organizations can use to increase the employees' job allocations where the job rotation policies in military institutions can provide lessons about new abilities that arise as a result of the positive impact of job rotation. Thus, the organization can place the right employees in the right positions based on their competencies and achievements.

6. Limitation and Future Research

This research aims to describe the job rotation as an advantage for the employees to prepare and improve their careers in the future. This research was conducted at POLRI at the Departmental Police (POLRES) level. The research method used was the descriptive-qualitative method with a primary data obtained using the in-depth and structured interview (Sekaran & Bougie, 2016). The limitation of this research is related to the limited time when the research was being conducted, so it could not describe the development of the current job

rotation implemented. In addition, geographically, this study was only done in Indonesia setting and on one of the military institutions in Indonesia, so that the results cannot be generalized to other objects and geographical factors.

Future researches are suggested to explore the potential of human resources that may arise as a result of job rotation in the military environment in a country (a longitudinal study). The aim is to be able to draw the characteristics of human resources in military institutions in other countries so that they can identify the results if future researches are carried out on different geographical and object characteristics.

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