RESEARCH ARTICLE

Influence Of Job Rotation, Work Discipline, And Workload On Employee Productivity At PT. Bank Bengkulu (Persero) KC Karang Tinggi Bengkulu Tengah

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Published online: 15 June 2024

Abstract

This study aims to analyze the impact of job rotation on work productivity, the impact of work discipline on work productivity, the impact of workload on work productivity, and the combined impact of job rotation, work discipline, and workload on work productivity. The research population comprises 34 employees of PT. Bank Bengkulu (Persero) KC Karang Tinggi. The sample consists of 34 respondents, selected using the census method. Data analysis was conducted using multiple regression and hypothesis testing, utilizing SPSS version 25. The results of this study concluded that job rotation does not affect employee productivity (significance 0.729 > 0.05), work discipline has a significant positive effect on productivity (significance 0.001 < 0.05), and workload does not affect productivity (significance 0.186 > 0.05). The combined variables of job rotation, work discipline, and workload have a significant impact on productivity (significance 0.000 < 0.05).

Keyword: Job Rotation, Work Discipline, Workload, Work Productivity

Introduction

Productivity is the ability of employees to complete a job that has been determined by the company to achieve company goals effectively and efficiently (Putra, et al, 2022). For every company that wants to grow, it always tries to increase work productivity. It is not a new thing if what is meant by productivity is the inverse relationship between input and output. This means that a system can be said to be productive if fewer inputs are processed to produce greater output (Hafizhuddin & Praptiestrini, 2023).

Companies must be able to have good productivity to meet the company's targets that have been set. Good employee work productivity with a high work ethic will help the company to be able to meet the company's targets and help the company make a profit, whereas if employee work productivity decreases and is bad it will harm the company. Therefore, the company must be able to manage employees properly so that there is no conflict between employees and the achievement of employee job satisfaction (Rahman Hasibuan, 2018). Based on this explanation, it can be concluded that work productivity plays a very important role where when employee work productivity is successful it will greatly benefit the company.

According to (Rivai and Sagala, 2019) Rotation of positions is able to increase employee productivity because it affects employee productivity. Employee rotation can also be used as a way that companies can do to employees to reduce the level of employee boredom because the activities they do are usually only repetitive. In addition, with the rotation of positions, employees can add experience and develop their skills. In connection with several functions and roles of human resource

management described above, job rotation is part of the development function. Where job rotation is one of the activities to find, place and utilize efficiently and effectively. Therefore, employee rotation and employee productivity (Anggraini, 2017) the results of his research state negative results on employee productivity. This means that when employee rotation increases, employee productivity decreases.

Another factor that can affect employee productivity is employee discipline. Discipline is a behavior that must be instilled in every individual inside and outside the organization. Each individual must follow or obey all existing and previously agreed upon rules and be able to accept all punishments for violating these rules. PT Bank Bengkulu KC Karang Tinggi as the object of research, work discipline is used with the aim of changing attitudes and to increase the awareness and willingness of employees to obey all the rules and norms that apply to the company (Rivai & Sagala, 2013). Employees who are motivated by work discipline will be better able to work and carry out their duties and roles better. In addition to the factors of job rotation and employee discipline, one of the factors that can affect employee productivity is employee workload. Workload is one thing that must be seen in an organization, because workload is something that can increase work productivity in the workforce. According to (Sunyoto, 2012) workload is a very dense workload that can cause boredom in employees so that it will cause saturation. This can be caused by the level of skill that is demanded very much, the speed of work and the volume of work that is very dense.

Banks are one of the sectors supporting regional economic progress, one of which is PT. Bank Bengkulu KC Karang Tinggi. With the rapid growth of PT Bank Bengkulu KC Karang Tinggi must continue to improve its quality, especially in the field of human resources. Human resources are still the spotlight and foundation for organizations to survive in an increasingly competitive business environment. PT Bank Bengkulu KC Karang Tinggi is a Bengkulu Regional Development Bank that operates in the banking sector, the mission and function of Bank Bengkulu according to Regional Regulation Number 11 of 1922 is recognized as a Commercial Bank and as a Regional Cash Holder.

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Bank Bengkulu KC Karang Tinggi was established in 2007. Established with the intention of assisting and regional development in all fields and as a source of regional income in order to improve the people's standard of living (bankbengkulu.co.id).

Factors that are thought to affect employee productivity are not only job rotation, work discipline factors are also thought to be factors that can affect employee productivity at PT Bank Bengkulu KC Karang Tinggi. According to Mr. Fadli as the General Human Resources Section at PT Bank Bengkulu KC Karang Tinggi, when viewed from the attitude of employees, there are several employees who have an enthusiastic attitude when doing their duties so that there is enthusiasm at work and there are several employees who are quite disciplined when they come to work. Mr. Fadli also explained that there are rules of discipline that must be obeyed by all employees. The rules of discipline include obeying the rules of working hours, completing work on time, dressing politely, and having good ethics.

These rules of conduct in each division have different positions in terms of assessments related to work productivity. Regarding discipline, each division applies good work discipline. In addition, according to Mr. Fadli as the General Division of Human Resources at PT Bank Bengkulu KC Karang Tinggi, the number of employee attendance has increased from the previous year. The following authors present data on the number of employee attendance at PT. Bank Bengkulu KC Karang Tinggi.

Some employees may have difficulty adjusting to changes such as job rotation or workload changes. This can impair their performance and require additional time to adapt. Unbalanced workloads between employees within the same team or department can result in dissatisfaction, burnout and even decreased productivity. This often happens when some employees receive more tasks than others. If there is no fair and transparent performance appraisal system, employees may feel unmotivated to perform well. This can lead to an overall decrease in productivity and motivation.

Method

This research is explanatory with a quantitative approach. Explanatory research is research that will explain the relationship between variables that affect the research hypothesis (Sugiyono, 2019). iWhere in this research is a relationship that aims to find out the rotation of positions, work displacement, and workload on the work productivity of PT. Banki Bengkului (Persero) i KCi Karangi Tinggi.i With this type of research, a theory can be obtained which can be used to explain, predict and control certain symptoms (Sugiyono, 2019).

Result and Discussion

Validity Test

The validity test is usually used to show whether the research instrument is valid or not, meaning that the instrument can be used to measure what should be measured, namely the research variables.

that should be measured, namely the research variables. If the item of a question has an question has a value of rhitung> rtabeli then the question item is declared valid and if on the contrary, it is declared invalid.i For To conduct a validation test, the writer here uses the method of correlation pearsoni producti momenti with the help of the program andi SPSSi versioni 24.i Fori rtabeli sought at a significance of 5% (0.05) withi the number of data (n) isi 34, theni foundi rtabeli equal to 0.3388 whose validity results are shown in the following table:

Table 1.   Results Of The Validation Test Of The Statement Of The Employee Productivity Variable (Y)

No.Statement	R Count	R Table	Sign.	Status
Productivity.P1	0,651	0,3388	0,000	Valid
Productivity.P2	0,787	0,3388	0,000	Valid
Productivity.P3	0,703	0,3388	0,000	Valid
Productivity.P4	0,691	0,3388	0,000	Valid
Productivity.P5	0,626	0,3388	0,000	Valid
Productivity.P6	0,835	0,3388	0,000	Valid
Productivity.P7	0,681	0,3388	0,000	Valid
Productivity.P8	0,766	0,3388	0,000	Valid
Productivity.P9	0,663	0,3388	0,000	Valid
Productivity.P10	0,627	0,3388	0,000	Valid

Source: Result Data Research With SPSS Versi 25. 2024

Table 1 shows that the significance value for each statement on the employee productivity variable (Y) is less than 0.05 and the r value of each statement is greater than the r table value.i Therefore, it can be concluded that each statement on the employee productivity variable (Y) is valid.

Table 2.   Results Of Validation Test Of Statement On Variable Position Rotation (X1)

No.Statement	Ri Count	Ri Table	Sign.	Status
Productivity.P1	0,620	0,3388	0,000	Valid
Productivity.P2	0,643	0,3388	0,000	Valid
Productivity.P3	0,469	0,3388	0,000	Valid
Productivity.P4	0,412	0,3388	0,000	Valid
Productivity.P5	0,488	0,3388	0,000	Valid
Productivity.P6	0,768	0,3388	0,000	Valid

Source: Result Data Research With SPSS Versi 25 , 2024

Table 2 shows that the significance value for each statement on the position rotation variable (X1) is less than 0.05 and the r value of each statement is greater than the r table value. Therefore, it can be concluded that each statement on the position rotation variable (X1) is valid.

Table 3.   Results Of Validation Test Of Work Discipline Variable Statement (X2)

No.Statement	Ri Count	Ri Table	Sign.	Status
Work Discipline.1	0,651	0,3388	0,000	Valid
Work Discipline.2	0,410	0,3388	0,000	Valid
Work Discipline.3	0,881	0,3388	0,000	Valid
Work Discipline.4	0,571	0,3388	0,000	Valid
Work Discipline.5	0,727	0,3388	0,000	Valid
Work Discipline.6	0,876	0,3388	0,000	Valid
Work Discipline.7	0,730	0,3388	0,000	Valid
Work Discipline.8	0,728	0,3388	0,000	Valid

Source: Result Data Researchi With SPSS Versi 25, 2024

Table 3 shows that the significance value for each statement on the variable work discipline (X2) is less than 0.05 and the r value of each statement is greater than the r table value. Therefore, it can be concluded that each statement on the variable work discipline (X2) is valid.

Table 4.   Results Of Validation Test Of Workload Variable (X3) Statements

No.Statement	Ri Count	Ri Table	Sign.	Status
Workload.1	0,667	0,3388	0,000	Valid
Workload.2	0,721	0,3388	0,000	Valid
Workload.3	0,532	0,3388	0,000	Valid
Workload.4	0,799	0,3388	0,000	Valid
Workload.5	0,792	0,3388	0,000	Valid
Workload.6	0,564	0,3388	0,000	Valid
Workload.7	0,669	0,3388	0,000	Valid
Workload..8	0,827	0,3388	0,000	Valid
Workload..9	0,752	0,3388	0,000	Valid

Source: Result Data Researchi With SPSS Versi 25, 2024

Table 4 shows that the significance value for each statement on the workload variable (X3) is less than 0.05 and the r value of each statement is greater than the r table value.i Therefore, it can be concluded that each statement on the workload variable (X3) is valid.

Reliability Test Results

The level of reliability of a variable or research construct can be assessed through the results of the Cronbachi Alphai (α) statistical test. A variable or construct is considered to have good reliability if the Cronbachi Alphai value exceeds 0.6. The closer

to one alpha value, the higher the reliability of the data. The results of this reliability test can be seen in table 5 below:

Table 5.   Reability Test Results

No.	Variable	Cronbachi Alpha Value	Description
1.	Employee Productivity (Y)	0,881	Reliabel
2.	Position Rotation (X1)	0,673	Reliabel
3.	Work discipline (X2)	0,832	Reliabel
4.	Workload (X3)	0,806	Reliabel

Source: Result Data Research With SPSS Versi 25, 2024

From table 5 it can be seen that the cronbachi alphai value of the research instrument or questionnaire on the employee productivity variable (Y) is 0. 881, the cronbachi alphai value of the research instrument or questionnaire on the position rotation variable (X1) is 0.673, the cronbachi alphai value of the research instrument or questionnaire on the work discipline variable (X2) is 0. 832 and the cronbachi alphai value of the research instrument or questionnaire on the workload variable (X3) is 0.806. If based on the cronbachi alphai assessment criteria loaded, it can be concluded that all variables, be it employee productivity (Y), job rotation (X1), work discipline (X2), and workload (X3) are all reliable, this is evident from the cronbachi alphai value of all variables having a value above 0.6.

Data Normalization Test

One way to determine whether the residuals have a normal distribution is to use the non-parametric Kolmogorov-Smirnov (K-S) statistical test available in the SPSS 16 program. Kolmogorov-Smirnovi criteria are if the significance value is less than 0.05, then the data is not normally distributed; on the other hand, if the significance value is more than 0.05, then the data is considered normally distributed. The results of data normalization testing can be seen in table 6 below:

Table 6.   Data Normalization Test Results

One-Samplei Kolmogorov-Smirnovi Test		
		Unstandardizedi Residual
N		35
Normali Parameters[a,b]	Mean	.0000000
	Std.i Deviation	1.93329770
Mosti Extremei Differences	Absolute	.113
	Positive	.113
	Negative	-.067
Testi Statistic		.113
Asymp.i Sig.i (2-tailed)		.200[c,d]

Source: Results of Research Data Processing with SPSS Versi 25, 2024

Based on the data in table 6 it is known that the Asympi Sigi (2-tailed) value of this research data from the results of testing the Onei Sample Kolmogorov-Smirnov Test is 0.200. Based on the decision criteria, because the Asympi Sigi (2-tailed) value is greater than 0.05, we do not reject the Noli Hypothesis (H0). Thus, it can be concluded that all data in the variables of this study are normally distributed. This result means that the assumption of normality is fulfilled for the data of this study, which is an important prerequisite in many statistical analysis techniques such as linear regression.

Multicollinearity Test

To detect multicollinearity in regression, we can look at the VIF (Variance Inflation Factor) and Tolerance values.i Both of these metrics show how much of each independent variable is explained by the other independent variables. In simple terms, each independent variable becomes a dependent variable and is explained by the other independent variables. Tolerance measures the variability of a variable that is not explained by other independent variables. If the VIF (Variance Inflation Factor) value is more than 10 and the tolerance value is less than 0.10, then there is multicollinearity. Conversely, if the VIFi value is less than 10 and the tolerance value is less than 0.10, then there is multicollinearity. Conversely, if the VIFi value is less

than 10 and the tolerance value is less than 0.10, then there is multicollinearity. The results of the multicollinearity test can be seen in table 7 below:

Table 7.   Multicollinearity Test Results

		Coefficients[a]						
Model		Unstandardizedi Coefficients		Standardizedi Coefficients	t	Sig.	Collinearityi Statistics	
		B	Std.i Error	Beta			Tolerance	VIF
1	(Constant)	3.584	5.148		.696	.492		
	Position Rotation (X1)	-.071	.202	-.046	-.349	.729	.566	1.767
	Work discipline (X2)	.851	.220	.678	3.859	.001	.317	3.154
	Workload (X3)	.307	.227	.221	1.352	.186	.367	2.727
a. Dependent Variable: Y								

Source: Result Data Research With SPSS Versi 25, 2024

From table 7 above, it can be seen that all the variables, namely influencer marketing and brandi awareness, have a tolerance value of X1i of 0.566i> 0.10 and a VIFi value < 10, a tolerance value of X2 of 0.317> 0. 10i and VIFi value < 10,i and tolerance value X3i equal to 0.367i > 0.10i and VIFi value < 10.i So it is concluded that all data in the research variables are free from multicollinearity problems.

Autocorrelation test

The autocorrelation test is carried out to determine whether there is a violation of the assumption of classical autocorrelation in the regression model. A good regression model is one that does not experience autocorrelation problems. The results of the autocorrelation test are usually evaluated using the Durbini Watsoni (DW) value. The Durbini Watsoni (DW) test values indicate whether there is autocorrelation or not. Following are the results of the tests that have been carried out.

Table 8.   Autocorrelation Test Results

		Modeli Summary[b]			
Model	R	Ri Square	Adjustedi Ri Square	Std.i Errori ofi thei Estimate	Durbin-Watson
1	.834[a]	.696	.667	2.02468	1.320
a. Predictors: (Constant), Position Rotation, Work Discipline, Work Load					
b. Dependent Variable: Y					

Source: Results of Data Processing Research with SPSS Versioni 25, 2024

From table 8 it is known that the Durbini Watsoni value in this study is 1.320. The value with the number of data (N) equal to 34 is 1.7152. So based on the formula dU < dW < 4-dU there is no autocorrelation in the data of this research variebali because the value obtained is 1.2707 < 1.320 < 2.7293.

Heteroscedasticity

The purpose of this heteroscedasticity test is to find out whether in the regression model there is an unequal variance of the residuals after one observation to another observation.i If the variance of the residuals from one observation to another is constant, it is called homoscedasticity, if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or heteroscedasticity does not occur. Where in this study using the glejser test. In the data analysis method so that the data collected can be utilized, the data is processed and analyzed first so that later it can be used as a basis for decision making. Following are the results of heteroscedasticity testing in this study.

Table 9.   Heteroscedasticity Test Results

		Coefficients[a]				
Model		Unstandardizedi Coefficients		Standardizedi Coefficients	t	Sig.
		B	Std.i	Beta		

			Error			
1	(Constant)	.433	3.396		.127	.899
	Position Rotation (X1)	.007	.133	.011	.049	.961
	Work discipline (X2)	.124	.145	.267	.851	.401
	Workload (X3)	-.092	.150	-.180	-.615	.543
a. Dependent Variable: abs_res						

Source: Result Datai Researchi With SPSS Versi 25, 2024

Based on table 9 above, the significance value or sig.i (2-tailed) of the position rotation variable (X1) is 0.961, which means 0.961> 0.05. The significance value of the work discipline variable (X2) is 0.401, which means 0.401> 0.05. i The significance value of the workload variable (X3) is 0.543, which means 0.543> 0.05.i In other words, the value of the position rotation variable, work discipline, and workload has a significance value greater than 0.05, so it can be said that there is no heteroscedasticity problem.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to understand the effect of more than one independent variable on one dependent variable.i The multiple linear regression model allows us to explain the relationship between these variables and how much influence each independent variable has on the dependent variable. The multiple linear regression equation used by researchers is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

The results of the calculation of the multiple linear regression values that have been carried out using the help of the SPSS version 25 program are as follows:

Table 10. Multiple Linear Regression Test Results

		Unstandardizedi Coefficients		Standardizedi Coefficients	t	Sig.
Model		B	Std.i Error	Beta		
1	(Constant)	3.584	5.148		.696	.492
	Position Rotation (X1)	-.071	.202	-.046	-.349	.729
	Work discipline (X2)	.851	.220	.678	3.859	.001
	Workload (X3)	.307	.227	.221	1.352	.186
a. Dependenti Variable: Y						

Source: Result Data Research With SPSS Versii 25, 2024

Based on table 10 above, it shows that a regression equation can be made for the data of the variables of marketing influencers and brandi awareness on the purchase decision of Chatimei Kotai Bengkului is as follows:

Yi =i 3.584i -i 0.071i X1i +i 0.851i X2i +i 0.307i X3i +i ε

From the above multiple linear regression equation, it can be explained that:
1) Work Productivity (Y): i The value of the constant (a) of 3.548i is a constant or a state where it means that the work productivity variable has not been influenced by other variables, namely the job rotation variable (X1), the work discipline variable (X2), and the workload variable (X3). i This means that if the workload variable is constant (0), then the work productivity variable (Y) will not change.
2) Position Rotation (X1): The regression coefficient value of the position rotation variable (X1) is -0.071, indicating that the position rotation variable (X1) has a negative influence on work productivity (Y), which means that every one-time use of the position rotation variable (X1) will reduce employee work productivity by 0, 071, assuming that other variables such as work discipline and workload are constant.
3) Work Discipline (X2): The regression coefficient value of the work discipline variable (X2) of 0.851 indicates that the work discipline variable has a positive influence on employee work productivity. Which means that every one-time application of the work discipline variable will increase employee productivity by 0.851 assuming that the other variables, such as job rotation and workload, are constant or fixed.
4) Workload (X3): The regression coefficient value of the workload variable (X3) of 0.307 indicates that the workload variable has a positive influence on employee work productivity. Which means that every one-time application of the workload variable will increase employee productivity by 0.307 assuming that other variables such as job rotation and work discipline are constant or fixed.

Test of Coefficient of Determination (R2)

The coefficient of determination (R2) measures how well the model is able to explain the variation in the dependent variable.i The value (R2) ranges between 0 and 1. A low value (R2) indicates that the ability of the independent variables to explain the variation in the dependent variable is very limited. i Conversely, a value close to one indicates that the independent variables provide most of the information needed to predict variations in the dependent variable. The magnitude of the coefficient of determination in the logistic regression model is indicated by the Nagelkerke'si Ri Square value. Nagelkerke'si R Square is used to measure how much the independent variables used in this study are, namely the variables of job rotation, work discipline, and workload on the work productivity of PT.Banki Bengkului KCi Karangi Tinggi. Following this are the results of the determination coefficient test which can be seen in the table below:

Table 11. Determination Coefficient Test Results

		Modell Summary		
Model	R	Ri Square	Adjustedi Ri Square	Std.i Errori ofi thei Estimate
1	.834ª	.696	.667	2.02468
a.Predictors: (Constant),Position Rotation,Work Discipline,Workload				

Source: Results of Data Research with SPSS Versi 25, 2024

Based on table 11 shows that the Nagelkerkei R Squarei value is 0.696. This means that the free variables used in this study, namely position rotation (X1), work discipline (X2), and workload (X3) on work productivity (Y) of PT. Banki Bengkului KC Karang Tinggii employees is 69.6%, while 30.4% is influenced by other variables not examined in this study.

Statistical Test (Partial Test)

The ti test is used to assess the effect of each independent variable on the dependent variable in the regression model. The goal is to determine how much influence the independent variable has on the dependent variable. The test is carried out at a significance level of $\alpha = 0.05$, which means there is a 95% chance that the results of the conclusion are correct or a tolerance for error of 5%.i If the probabilistic value is smaller than 0.05, then the independent variable has a significant effect on the dependent variable. The decision-making criteria based on the test results are as follows:
- If the significance value (sig.)< 0.05, then the hypothesis is accepted (significant).
- If the significance value (sig.)> 0.05, then the hypothesis is rejected (not significant).

The results of the statistical test in this study can be seen in the table below:

Table 12. Statistical Test Results

		Coefficientsª			
Model		Unstandardizedi Coefficients		Standardizedi Coefficients	T	Sig.

		B	Std.i Error	Beta		
1	(Constant)	3.584	5.148		.696	.492
	Rotasii Jabatani (X$_1$)	-.071	.202	-.046	-.349	.729
	Disiplini Kerjai (X$_2$)	.851	.220	.678	3.859	.001
	Bebani Kerjai (X$_3$)	.307	.227	.221	1.352	.186

Source: Result Data Research With SPSS Versi 25, 2024

Based on the value of table 13, it can be concluded that:
1) The significance value of the test for the job rotation variable (X1) is 0.729> 0.05. This shows that job rotation (X1) has no effect on work productivity (Y), so the first hypothesis in this study is rejected. This shows that with the existence of job rotation, the work productivity of PT. Bank Bengkului KC Karangi Tinggii decreased.
2) The significant value of the test for the work discipline variable (X2) is 0.001 < 0.05.i This indicates that work discipline (X2) has a significant effect on employee productivity (Y), so that the second hypothesis in this study is accepted. This means that if the work discipline of PT. Banki Bengkului KCi Karangi Tinggi employees is increased, the work productivity of employees will increase
3) The significant value of the test for the workload variable (X3) is 0.186> 0.05.i This shows that workload (X3) has no effect on employee productivity (Y), so the third hypothesis in this study is rejected. This means that if the workload of employees applied by PT. Bank Bengkulu KC Karangi Tinggii increases, it will reduce employee work productivity.

Simultaneous F Test

Simultaneous test or F test is used to test the significant influence of independent variables (X) on dependent variables (Y) together by comparing Fhitung with Ftable, at a significant level αi = 5% or with a degree of Freedom. In this research, the effect of Position Rotation (X1), Work Discipline (X2), and Workload (X3) on purchasing decisions (Y) will be tested.i The criteria for concluding the F test are as follows:
1) Fi sigi level < αi = 0.05, makai (Ha)i accepted that the independent variables simultaneously have a significant effect on the dependent variable.
2) The level of F> αi = 0.05, then (H0) is rejected, .e. the independent variables simultaneously do not have a significant effect on the dependent variable.

The results of the F (simultaneous) statistical test in this study can be seen from the results of the table below:

Table 13. Simultaneous F Test Results

ANOVA^a						
Model		Sumi ofi Squares	df	Meani Square	F	Sig.
1	Regression	291.320	3	97.107	23.688	.000^b
	Residual	127.080	31	4.099		
	Total	418.400	34			
a. Dependent Variable: Y						
b. Predictors: (Constant), Position Rotation, Work Discipline, Workload						

Source: Results of Data Research with SPSS Versioni 25, 2024

Based on table 13, it is known that the significant value of F is 0.00 < 0.05 so that H0 is rejected and Hai is accepted. Based on the test results, it can be concluded that the independent variables, namely job rotation (X1), work discipline (X2), and workload (X3) together affect the work productivity (Y) of PT. Banki Bengkului KC Karangi Tinggi employees, so the empathy hypothesis is accepted.

A. Effect of Job Rotation on Work Productivity of PT. Bank Bengkului KC Karangi Tinggi Employees

The results of testing hypothesis one (H1) state that the effect of job rotation (X1) on employee work productivity (Y) is not proven.i The regression results show that the job rotation variable with a significance of 0.729 is greater than the α value of 0.05. i So that H0i in this study is accepted, while H1 is rejected.i This means that the first hypothesis in this study, namely that it is suspected that there is an effect of job rotation directly on the work productivity of employees at PT. Banki Bengkului (Persero)i KCi Karangi Tinggii is rejected.

The existence of job rotation means that employees will be placed in a new work unit that is different from the previous work unit.i Empirically, job placement can also be a problem for employees. The development of employee resources is often hampered by work placement problems. The mismatch between job placement and employees' abilities and skills can affect their personal resilience and performance (Sudiantinii et.al,i 2023).i In addition, according to Mukhtari (2021), if poorly designed, job rotation can actually increase stress and anxiety among individuals.

The results of this research reject the research conducted by Dini Riskhii Arianii et.i Ali (2020) which explains that job rotation partially has a positive and significant effect on employee work productivity. However, these results support the research of Markahasai Timbuli (2018) which states that Position rotation has no effect on work productivity. The same results were also conveyed by Rizkii Nugrohoi Pangestui (2020) who stated that partially variable position rotation has no effect on work productivity.

B. The Influence of Work Discipline on Work Productivity of PT. Banki Bengkului KC Karangi Tinggi Employees

The results of testing the second hypothesis (H2)i show that the influence of work discipline on work productivity has been proven. The results of the regression analysis show that the work discipline variable (X2)i with a significance value of 0.001i is smaller than the confidence level (α)of 0, 05. Thus, H0i in this research is rejected and H1i is accepted.) KC Karangi Tinggi,

accepted. Theoretically, the results of this study support the theory of work discipline, in which discipline is the awareness and willingness of a person to obey all the rules of the organization or company and the prevailing social norms.i Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities (Nabellai & Syaputra, 2021). i He will obey or do all his duties properly, not based on coercion.i Willingness is an attitude, behavior and actions of a person who is in accordance with the rules of the organization, both written and unwritten.i So someone will be willing to obey all the rules and carry out their duties either voluntarily or because they are forced (Muslimin,i 2018).

This research is supported by the findings of previous research by Rahmani Hasibuani (2018), which also shows that work discipline has a significant effect on employee productivity.i Another research that states the same thing is research from Santii Susantii and Indrii Nurmelyantii Hardiantoi (2023). They found that work discipline has a significant positive effect on employee work productivity. Thus, these findings reinforce the argument that work discipline is a key factor that can increase employee productivity.

C. The Effect of Workload on Work Productivity of PT. Bank Bengkului KC Karangi Tinggi Employees

The results of testing the third hypothesis (H3) show that the effect of workload on purchasing decisions is not proven. The results of the regression analysis show that the variable workload (X3) has a significance value of 0.186i greater than the level of confidence (α) of 0.05. Thus, H0i in this study is accepted and H1 is rejected.i Based on the results of these calculations, the third hypothesis in this study, namely that it is suspected that there is an influence of workload directly on the work productivity of employees at PT. Banki Bengkului (Persero)i KC Karangi Tinggi.

The level of workload that is too high or too low can have a negative impact on the welfare and performance of workers. High workload can cause fatigue, stress, and decreased

productivity because employees feel pressured and unable to complete tasks effectively (Kadibyonoi et. i Overburdened employees can experience a decrease in work quality due to the lack of time and energy available to focus on detail and quality.i In a study (Kiss, et,al., 2019) explained that, negative factors such as workload are work risks that often occur, and their impact is very significant.

These results reject the research conducted by Fathuri Ahmadi Hafizhuddini (2023) and research from Satriai Pratamai (2021) which states that workload has a positive and significant effect on employee work productivity. i On the other hand, the results of this research are supported by Jumantoroi eti al.i (2019) which states that workload affects positively but not significantly on work productivity. Similar results were also conveyed by Kandungi Jokoi Nugrohoi (2021) that workload has a positive but insignificant effect on employee productivity variables. That is, this research shows that although workload has a positive relationship with productivity, its effect is not significant enough to be considered as the main factor in increasing employee work productivity.

D. Effect of Job Rotation, Work Discipline, and Workload on Work Productivity of PT. Bank Bengkului KC Karangi Tinggi Employees

The results of testing the fourth hypothesis (H4) show that the effect of job rotation, work discipline and workload simultaneously on purchasing decisions has been proven. i The results of the regression analysis show that the variable job rotation (X1), work discipline (X2), and workload (X3) have a significance value of 0.000i smaller than the level of confidence (α) of 0.05. i Thus, H0i in this study is rejected and H1 is accepted. Based on the results of these calculations, the fourth hypothesis in this study, namely that it is suspected that there is a simultaneous influence of job rotation (X1), work discipline (X2), and workload (X3) directly on the work productivity of employees at PT. Banki Bengkului (Persero)i KCi Karangi Tinggi, is accepted.

The effect of job rotation, work discipline, and workload on employee productivity is significant and interrelated.i Job rotation can improve the skills and knowledge of employees because they interact with various tasks and responsibilities. i Employees who have high work discipline tend to complete their tasks on time and with good quality (Tumanggori and Girsang, 2021).i Work discipline helps maintain consistency in employee performance, which is important for long-term productivity. Appropriate workload can increase productivity by keeping employees mentally and physically healthy.i High workload can cause stress and decreased productivity,i while low workload can cause boredom. i In this study, with the existence of job rotation that is in accordance with the skills of workers, workers who are able to be disciplined at work and workloads that are at the same level as the skills of workers are able to have an influence on the work productivity of an employee (Ramdhan, 2022).

These results support the research conducted by Dinii Riskhi Arianii et.ali (2020) which states that job rotation, work displacement, and workload can have a positive and significant effect on employee work productivity. The same research results were also presented by Rahmani Hasibuani (2018) which stated that job rotation, work displacement, and workload can have a positive and significant effect on employee work productivity.

Conclusions

Based on the results of the research analysis and the results of the discussion above, the following conclusions can be drawn:
1. Job rotation partially has no effect on the work productivity of employees of PT Bank Bengkulu (Persero) KC Karang Tinggi.
2. Work discipline partially has a positive and significant effect on the work productivity of employees of PT. Bank Bengkulu (Persero) KC Karang Tinggi.

3. Workload partially has no effect on the work productivity of employees of PT Bank Bengkulu (Persero) KC Karang Tinggi.
4. Job rotation, work discipline, and workload simultaneously have a positive and significant influence on the work productivity of employees of PT Bank Bengkulu (Persero) KC Karang Tinggi.

Suggestions

Based on the results of the analysis and discussion that has been carried out, here are some suggestions that can be taken from the results of the research that has been done.
1. Work discipline has a positive effect on productivity, management should continue to encourage and strengthen a disciplined work culture throughout the organization. This could include providing additional training on the importance of work discipline, rewarding employees who demonstrate a high level of discipline, and closely monitoring compliance with company policies and procedures.
2. Job rotation has not had a significant impact on employee productivity, management needs to evaluate the existing job rotation strategy. Consider revisiting the ongoing rotation process, including the criteria for selecting employees for rotation, the rotation period, and the suitability of the positions being exchanged. Adjustments may need to be made so that job rotation can be more effective in increasing employee productivity.
3. Workload does not have a significant effect on productivity, it is still important to manage employee workload properly. Identify areas where workload may be too high and find strategies to reduce it. This could involve redistributing tasks, improving the efficiency of work processes, or using technology to automate routine tasks.
4. Future research is expected to expand the scope of research and can develop this research by adding other variables or can examine other factors that can affect productivity such as work motivation, physical power and work experience.

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