CHAPTER I

INTRODUCTION

1.1 Research Background

Twenty-first-century organizations are facing an unprecedented wave of change and a business environment characterized by flux, velocity, turbulence, uncertainty, and volatility. Modern organizations seem to have little choice but to adapt to the relentless pace of change or face the risk of extinction (Jamali, Sidani, & Zouein, 2009). Organizations worldwide are learning to thrive on change and to balance their actions within the framework of agility (Dhanraj and Parumasur, 2014). Companies are maximizing the resources as much as possible to adapt and keep achieving the goals.

According to Henderson (2019), there are five resources needed to succeed in business. One of those five resources is human resource, the employees. The success of an organization is heavily reliant on the talent and strength of its employees. A former chairperson of Xerox, Mulcahy (2003) in a conference said that employees are a company's greatest assets — they are a company's competitive advantage.

Amabile & Kramer (2011) mentioned that when people feel undervalued, they leave at the first opportunity that comes their way. And who are the most likely people to receive such opportunities are those with

the most marketable skills and talents — a company's best people — and the ones that companies can least afford to lose? Ghosh et al. (2013) also mentioned that an employee quitting an organization is psychologically painful both for the organization as well as for other employees; it is not only a setback on the professional front, but it also creates a dent in the social life within the organization.

Management gives more concern on satisfaction, as mentioned by Castro et al. (2011, in Dinis & Fronteira, 2015) that job satisfaction is an essential condition to improve organizational functioning. Nowadays, managers design strategies to increase employees' job satisfaction and obtain better outcomes in terms of their creativity, commitment, and productivity. Zheng et al. (2017) concluded the research that job satisfaction was more strongly related to work-related, rather than demographics, characteristics.

One of the strategies designed by employers in some company to fulfill the need of employees is doing the job rotation. The use of job rotation has been shown to increase job satisfaction and organizational commitment. It reduces boredom, increases motivation, and helps employees understand how their work contributes to the organizations (Robbins & Judge, 2017). Huang (1999, in Brunold & Drust, 2012) revealed that job rotation enhances an employee's job satisfaction because employees take over new responsibilities from time to time.

Mohan and Gomathi (2015) mentioned that job rotation is a mechanism used by the employer to develop employees in a particular field.

Job rotation allows creating employee's skills and knowledge in a variety of changing jobs. In line with the result of the research of Dhanraj and Parumasur (2014) that reflect that employees believe that job rotation increases employees' understanding, co-ordination, and co-operation and their flexibility to cope with changing business.

Kreitner & Kinicki (2012) mentioned that the motivational approaches to job design attempt to improve employees' affective and attitudinal reactions such as job satisfaction and intrinsic motivation as well as a host of behavioral outcomes such as absenteeism, turnover, and performance. One of the job design mentioned is Job Rotation, whose purpose is to give employees a greater variety in their work. Rather than performing only one job, workers are trained and allowed to perform two or more separate tasks on a rotating basis. By rotating employees from position to position, managers believe they can stimulate interest and motivation while providing employees with a broader perspective of the organization.

New research from TotalJobs (2018), has revealed that 2 in 3 UK workers have changed jobs due to a lack of learning and development opportunities. It is known that more learning occurs in the workplace than just what happens in formal training classrooms. Informal learning can occur whether or not there is an expressed goal, and can serve the individual as well as corporate objectives. For example, informal learning might best occur when a coworker shows a new employee how to use a machine through an actual demonstration rather than through a classroom presentation. (Rowden

& Conine, 2005). Research of Training (2001) mentioned that learning might be related to job satisfaction presents some exciting implications for the field of human resource development (HRD).

Research of Dinis and Fronteira (2015) suggest the future researcher take into account the need of employees as the job rotation only influence some specific dimensions of job satisfaction. In line with the five predominant models of job satisfaction explained in Kreitner & Kinicki (2012) focus on different causes, they need fulfillment, discrepancy, value attainment, equity, and dispositional/genetic components. Taking the need of employees into account, Boomars, Yorks & Shetty (2018) mentioned that the employees are more concerned about their personal development and when they perceived more learning opportunities. Supporting that one of the causes of job satisfaction is need fulfillment and one of the needs is the need of learning in the workplace.

Herzberg's motivator-Hygiene Model shows that job satisfaction was more frequently associated with achievement, recognition, characteristics of the work, responsibility, and advancement. On the other hand, a critical managerial implication of Maslow's theory of motivation is a satisfied need may lose its motivational potential. Therefore, managers are advised to motivate employees by devising programs or practices aimed at satisfying emerging or unmet needs (Kreitner & Kinicki,2012)

Maslow's Need Hierarchy Theory mentioned five basic needs, which one of the requirement is self-esteem, containing the need for self-confidence

and strength. Based on his review of empirical studies on job satisfaction, Locke (1976, in Droussiotis & Austin, 2007), determined that seven work issues are typically associated with job satisfaction. These include mentally challenging work, personal interest in the specific job, work that is not too physically tiring, perceived equitable rewards, appropriate working conditions, employee self-esteem, management assistance in managing the workplace by minimizing conflict and ensuring that work is exciting and good pay/promotions are available. Also the Alderfer's ERG Theory, which the G stands for Growth (Kreitner & Kinicki,2012).

On the other hand, research of Rowden and Conine (2005) supports that workplace learning is one of the factors affecting job satisfaction. Also resulted in the study of Campion, et al. (1994), employees perceived 17 of 19 diverse knowledge and skills as improved by rotation. This current research takes the workplace learning as the moderating variable that is affecting the employees' job satisfaction as they change the job and learn different things through job rotation.

If we can say that a current organization situation is a big picture, and the employee is the puzzle piece, then rotating the employee, or doing the job rotation is the movement of puzzle piece, like finding out how a piece of puzzle should be put and turned in the right place, so it can form a big picture. As mentioned by Ortega (2001) that job rotation is a way of a firm can better learn how well suited different persons in different activities. The job satisfaction will be the completed puzzle, the feeling of satisfaction seeing the

big picture completed in the right way. And the learning is how the process of the puzzle solver when solving the puzzle.

PT. Telekomunikasi Indonesia,Tbk. as the winner of the "Best Company to Work for in Asia" award three times in a row from 2017-2019 (Kompas,2019) must have paid a huge concern towards its employees satisfaction. PT. Telekomunikasi, Tbk. as Indonesia's largest telecommunication and network provider try to bring the world to the customer's hand as its tagline through their service. As a customer-oriented company PT. Telekomunikasi Indonesia, Tbk. try to put the right people in the right place to bring the best service without neglecting the satisfaction of the employees. One of the strategies had by PT. Telekomunikasi Indonesia,Tbk. is job rotation.

Telkom Witel Yogyakarta as a part of PT.Telekominikasi Indonesia, Tbk. has several positive outcomes of job rotation, both for the organization and the employees. One of them is increasing the experience and knowledge of the employees (Sulistiawati, 2019). In accordance with the interview with the Human Resource Manager, Rahmadi (2019) answered that job rotation has accomplished the initial purpose of the implementation, which one of them is improve the knowledge and experience of the employees. In addition, Rahmadi (2019) also mentioned that the employees of Telkom Witel Yogyakarta are very enthusiastic in developing their knowledge and insight. Some of them have the initiative to join the activities and training outside the office, and some of them ask for the training for their task in the workplace.

Considering some previous research and the importance of strategy design for the employees' job satisfaction in an organization. This research will take the job rotation as the strategy and the workplace learning as an essential aspect to be tested. Especially the implementation in Telkom Witel Yogyakarta. Job Satisfaction will be the dependent variable, and job rotation as the independent variable, and the workplace learning will be the moderating variable affecting the relationship between job rotation and job satisfaction. This research will be done under the title **"The Effect of Job Rotation on Job Satisfaction : The Moderating Role of Workplace Learning."**

1.2 Research Problem

Based on the explanation and previous study mentioned in the research background, the research problems are formulated as follows :

1) What is the level of job satisfaction in Telkom Witel Yogyakarta?

2) How do employees perceive the effectiveness of job rotation in Telkom Witel Yogyakarta?

3) How do the employees of Telkom Witel Yogyakarta perceive workplace learning?

4) How does job rotation affect job satisfaction in Telkom Witel Yogyakarta?

5) Does the workplace learning moderate the relationship between job rotation and job satisfaction?

1.3 Research Objectives

According to the research problem formulated above, the research objectives are :

1) To find out and analyze the level of job satisfaction in Telkom Witel Yogyakarta.

2) To find out and analyze the effectiveness of job rotation in Telkom Witel Yogyakarta.

3) To find out and analyze the perception of the employees about workplace learning in Telkom Witel Yogyakarta.

4) To find out and analyze how does the job rotation in Telkom Witel Yogyakarta affect the satisfaction of the employees in the company.

5) To find out and analysis how the workplace learning moderates the relationship between job rotation and job satisfaction.
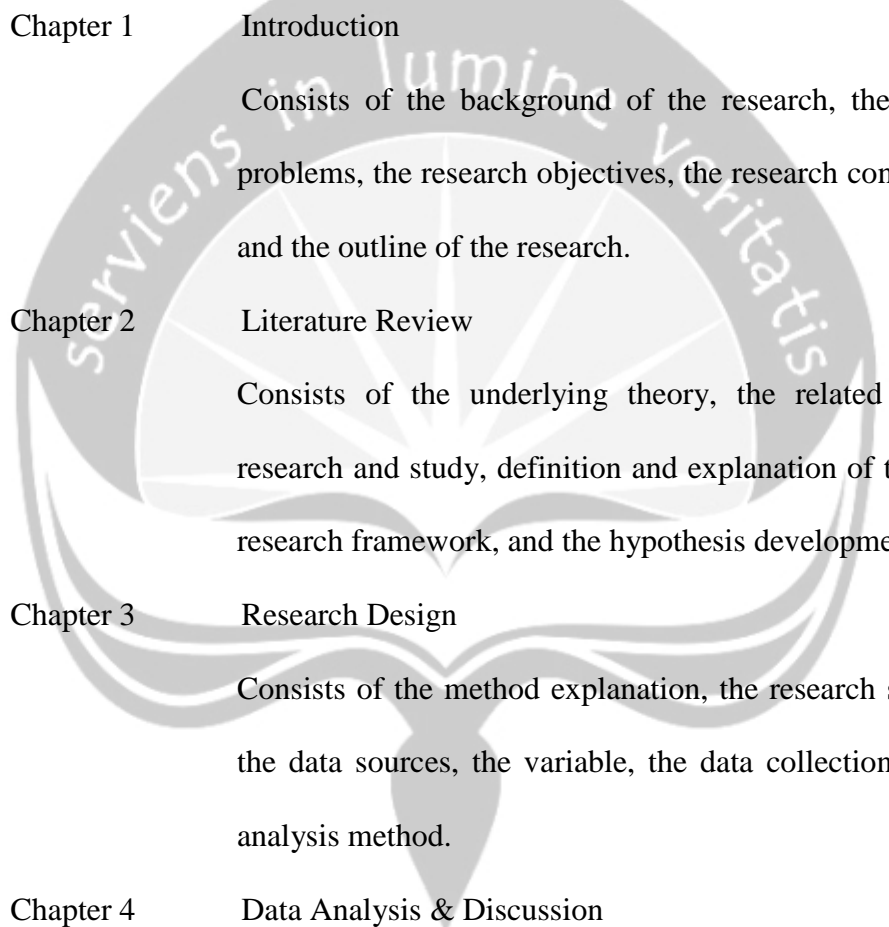
1.4 Research Contribution

This research conducted with the expectation to contribute to some aspects based on the problem and objectives, there are :

1) For the Organization, as the information about how does the job rotation implemented affect the job satisfaction and how the workplace in the company.

2) For the Readers, as the provider of idea about how is the role of job rotation in an organization, how it is affecting job satisfaction, and understand workplace learning in an organization.

3) For the Researcher, as a knowledge boarder about job rotation and how the reality of the practices in an organization.

1.5 Outline of the Study

The research is going to be written with the systematic order as follows :

Chapter 1   Introduction

Consists of the background of the research, the research problems, the research objectives, the research contribution, and the outline of the research.

Chapter 2   Literature Review

Consists of the underlying theory, the related previous research and study, definition and explanation of terms, the research framework, and the hypothesis development.

Chapter 3   Research Design

Consists of the method explanation, the research sampling, the data sources, the variable, the data collection, and the analysis method.

Chapter 4   Data Analysis & Discussion

Consists of the explanation of data analysis, and the discussion of the research result.

Chapter 5   Conclusion and Suggestion

Consists of the conclusion, the managerial implication, the limitation, and suggestion.