



## The Effect of Job Rotation on Ship Crew Job Satisfaction at PT Samudera Indonesia Ship Management

Fancy Awaliyatul Luluil Mubarakah Zaey<sup>1</sup>, Vidya Selasdini<sup>2</sup>, M. Nurdin<sup>3</sup>, Purnomo<sup>4</sup>

<sup>1</sup>Sekolah Tinggi Ilmu Pelayaran Jakarta, Indonesia

<sup>2</sup>Sekolah Tinggi Ilmu Pelayaran Jakarta, Indonesia

<sup>3</sup>Sekolah Tinggi Ilmu Pelayaran Jakarta, Indonesia, [m.nurdiuppm@gmail.com](mailto:m.nurdiuppm@gmail.com)

<sup>4</sup>Sekolah Tinggi Ilmu Pelayaran Jakarta, Indonesia

\*Corresponding Author: M. Nurdin

**Abstract:** PT Samudera Indonesia Ship Management (SISM) was established in 1991 to support shipping activities by providing professional, efficient and added value in the form of competitive advantage or customers. SISM is a merger of several ship management divisions in various shipping business units in Samudera Indonesia. SISM is also supported by highly competent people and a team of expertise to operate ships safely and to meet national and international requirements according to market needs, as well as best practices in ship management. Based on the data, the problems that exist discuss the job rotation that is not in accordance with the job satisfaction of the crew at PT Samudera Indonesia Ship Management. The purpose of this study is to determine and analyze how much influence job rotation has on job satisfaction of ship crews. In this study found the results of the data from the effect of job rotation on the job satisfaction of the crew of the ship. For this shipping company, it is necessary to pay more attention to the things that encourage the creation of good job satisfaction, the shipping company must run a good crew and be ready to meet the existing fleet within the shipping company itself.

**Keywords:** Job Rotation, Ship Crew Job Satisfaction

### INTRODUCTION

The more developed and the increasing needs of the community, the tighter the competition between one company and another in order to get the attention of the community which later is expected to bring profit for the company itself. Human Resources (HR) is an asset for a company. Factors of production cannot run without human resources operating them, which will hinder the flow of trade. Compared to other factors, the labor factor is the most difficult to manage because humans as workers have different minds and minds.

Shipping companies also have a very large influence in the flow of trade activities. So the shipping company is expected to be able to provide satisfactory services for its service

users. Shipping companies also act as providers related to HR recruitment, one of which is PT Samudera Indonesia Ship Management.

PT Samudera Indonesia Ship Management has been serving national customers since 1991 until now and already has its own fleet of ships operated by PT Samudera Indonesia Ship Management. PT Samudera Indonesia Ship Management currently operates 35 vessels employing more than 400 crew members. PT Samudera Indonesia Ship Management will be able to operate properly if it is supported by adequate human resources or ship crew in various ways, one of which has high job satisfaction. Given its very important role, organizations should maintain human resources to get optimal work results. Job satisfaction is one of the most important factors to get optimal work results. Therefore, companies are required to be able to optimize performance, competence, motivation, including employee job satisfaction (Kilapong, 2013).

One of the factors that affect job satisfaction is job rotation. Because job rotation is an alternative if employees suffer from excessive routine or boredom of their work, it is necessary if the employee considers that his job is no longer challenging, then the employee should be transferred by the company to another job, at the same level, which has similar skill requirements. Saravani and Abbasi (2013) argue that: "Job rotation is the most important of job design and human resource development policies that have the potential to increase job satisfaction and enhance capabilities in employees". Job rotation is a strategy used for knowledge development and when this strategy applies those who have been rotated are expected to master new knowledge and to integrate all aspects of knowledge resources in the organization (Taurus, 2014).

So far, there are still many sign offs on board the ship's crew that are not in accordance with the Sea Work Agreement (PKL) that has been agreed between the company and the ship's crew because the ship's crew does not have the ability to carry out their duties and work as well as the large quantity of load. crew work on board as well as the salary and reward system provided is still poorly managed. Request for a sudden crew change, this is due to dissatisfaction from the ship owner with the work of the crew on board, resulting in changes to the job rotation that has been made. In addition, problems with crew recruitment who are late in providing candidates and the large number of ship crews available to be on board but have not taken care of documents whose sails have expired, this hampers the company in carrying out the job rotation process. This condition can affect the ship crew's commitment to continue working at PT Samudera Indonesia Ship Management or stop, and it is possible to move to another similar company.

## **METHOD**

### **Data Description**

#### **1. Job Rotation (X)**

According to T. Hani Handoko (2004: 41) quoted by Hermawan, Sigit et al (2020: 5), job rotation is moving employees from one job to another. The jobs are virtually unchanged, only the employees rotate with the aim of overcoming the monotony of highly specialized jobs by providing opportunities to use multiple skills.

#### **2. Job Satisfaction (Y)**

According to Luthans (2006) quoted by Marbawi (2016: 75), job satisfaction is a happy emotional state or someone's positive or pleasant emotions resulting from the assessment of a job or work experience.

### **Research Time**

This research was carried out when the author was doing Land Practice at PT Samudera Indonesia Ship Management starting from August 25, 2020 to August 11, 2021.

### Research Place

This research was conducted by the author at PT Samudera Indonesia Ship Management which is located at Jl. Kali Besar Barat No. 39, RT.6/RW.3, Roa Malaka, Kec. Tambora, West Jakarta City, Special Capital Region of Jakarta 11230.

### Approach Method

The approach method that the author uses in this study is a quantitative method. Quantitative method is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know.

### Data Collection Technique

The data collection technique used in this study consisted of several techniques as follows :

#### 1. Questionnaire

Questionnaire/questionnaire technique was used to collect quantitative data which was distributed/given to the respondents who were used as research samples. There are 2 (two) questionnaires given to respondents, namely a questionnaire about job rotation and job satisfaction.

#### 2. Observation

Observations were carried out when researchers carried out Land Practices at PT Samudera Indonesia Ship Management, by directly observing activities related to job rotation and crew job satisfaction on ships.

#### 3. Literature Review

This technique is done by reading and citing important things or expert opinions from various books or references related to this research problem. In addition, it is also done by looking for various previous research results that are relevant to this research as a comparison material.

## RESULTS AND DISCUSSION

### Research Subject

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are drawn according to Sugiyono (2013: 80) in the book Quantitative, Qualitative and R&D Research Methods. The population of this study is the Ship Crew at the PT Samudera Indonesia Ship Management company from August 25, 2020 - August 11, 2021 as many as 150 people.

The sample is part of the number and characteristics possessed by the population according to Sugiyono (2013: 81) in the book Quantitative, Qualitative and R&D Research Methods.

The research sample was taken from the population with the Slovin formula as follows :

$$N = N / (1 + N \cdot (e)^2)$$

Explanation :

N = number of samples

N = population

E = error tolerance limit

From a total population of 150 people, the number of samples can be determined as follows :

$$n = N / (1 + N \cdot (e)^2)$$

$$n = 150 / (1 + 150 \cdot (0,1)^2)$$

$$= 150 / 2,5$$

$$= 60 \text{ people}$$

In accordance with the sampling technique above, the number of samples obtained is 60 people (respondents).

Variable Validity Job Rotation (X)			
Item Items	Pearson Correlation (r <sub>count</sub> )	r <sub>table</sub>	Validity
X.1	0,520	0,254	VALID
X.2	0,576	0,254	VALID
X.3	0,636	0,254	VALID
X.4	0,345	0,254	VALID
X.5	0,636	0,254	VALID
X.6	0,659	0,254	VALID
X.7	0,526	0,254	VALID
X.8	0,734	0,254	VALID
X.9	0,760	0,254	VALID
X.10	0,741	0,254	VALID

**DATA ANALYSIS**

**Test of Validity**

This validity test is used to determine the level of validity of a questionnaire used in data collection. The questionnaire is said to be valid if the questions or statements on the questionnaire are able to reveal something that will be measured by the questionnaire.

The significance test is carried out by comparing the value of r<sub>count</sub> with r<sub>table</sub> for degree of freedom (df) = n – 2, in this case the number of samples. The number of samples (n) in this study was 60, so df = 60 – 2 = 58 with a significance level of 5%. A question or statement is declared valid if the value of r<sub>count</sub> which is the Pearson correlation value (in SPSS version 25) is greater than r<sub>table</sub>. In this case, the r<sub>table</sub> is 0,254. If the result of r<sub>count</sub> is greater than r<sub>table</sub>, which is 0,254, then the data can be said to be valid.

In the following table, the r<sub>table</sub> is 0,254 with = 0,05. After being compared with r<sub>count</sub>, it turns out that all statements are valid.

Variable Validity Job satisfaction (Y)			
Item Items	Pearson Correlation (r <sub>count</sub> )	r <sub>table</sub>	Validity
Y.1	0,768	0,254	VALID
Y.2	0,679	0,254	VALID
Y.3	0,677	0,254	VALID
Y.4	0,367	0,254	VALID
Y.5	0,624	0,254	VALID
Y.6	0,547	0,254	VALID
Y.7	0,607	0,254	VALID
Y.8	0,526	0,254	VALID
Y.9	0,697	0,254	VALID
Y.10	0,661	0,254	VALID

In the table above, the r<sub>table</sub> is 0,254 with = 0,05. After being compared with r<sub>count</sub>, it turns out that all statements are valid.

**Reliability Test**

The reliability test is used to determine whether the data collection tool basically shows the accuracy, stability, or consistency of the tool in revealing certain symptoms from a group of individuals, even though it is carried out at different times. In determining the level of reliability of a research instrument, generally reliability in the range > 0,60 to 0,80 is good, and in the range > 0,80 to 1,00 is very good. To determine the reliability of the variable statement items, a computer test was carried out with the SPSS version 25 program using the Cronbach's Alpha formula.

Based on the table above, it is concluded that the value of Cronbach's Alpha variable X is 0,816. Then the questionnaire is declared reliable because the value is 0,816 > 0,60.

Reliability Statistics	
Cronbach's Alpha	N of Items
,818	10

Based on the table above, it can be concluded that the value of Cronbach's Alpha variable Y is 0,818. Then the questionnaire is declared reliable because the value is 0,818 > 0,60.

**Hypothesis Testing**

The hypothesis test that the author uses is the t-test Count. The t test is used to test the significant level of the effect of the independent variable partially on the dependent variable. The t-test is carried out by comparing the value of tcount with ttable, using the formula :

$$t = \frac{r \sqrt{n-2}}{\sqrt{1-r^2}}$$

$$= \frac{0,864 \sqrt{60-2}}{\sqrt{1-0,864^2}}$$

$$= \frac{6,5800}{0,5039}$$

$$= 13,060$$

Calculation with SPSS program :

Source : SPSS Data Processed

t<sub>table</sub> = t<sub>(0,05;58)</sub> = 1,672 (see Table of t-values for sample/n amounting to df = n - 2 = 58 with α = 0,05).

**Coefficients<sup>a</sup>**

Unstandardized Coefficients	Std. Error	Standardized Coefficients		t	Sig.
		Beta	t		
(Constant)	6,119	,90	2,8		,039
Job Rotation	,888	,064	,86	3,060	,000

**a. Dependent Variable: Kepuasan Kerja**

Based on Comparison of t<sub>count</sub> with t<sub>table</sub> :

1. If the value of t<sub>count</sub> > t<sub>table</sub>, then there is an effect of the independent variable (X) on the dependent variable (Y) or the hypothesis is accepted.

2. If the value of  $t_{count} < t_{table}$ , then there is no effect of the independent variable (X) on the dependent variable (Y) or the hypothesis is rejected.

Based on the SPSS output above, it is known that the  $t_{count}$  value of the job rotation variable is 13,060. Because the value of  $t_{count} = 13,060 > t_{table} = 1,672$ , it can be concluded that  $H_a$  (the research hypothesis) is accepted. This means that there is an effect of job rotation variable (X) on job satisfaction (Y).

## CONCLUSION

After the analysis and discussion described by the author regarding the relationship between the effect of job rotation on job satisfaction of ship crews is carried out, it is obtained as follows : From the calculation of the correlation coefficient analysis (r) shows that there is a very strong correlation between the job rotation variable (X) and the job satisfaction variable (Y) with a correlation coefficient of 0,864. With positive correlation results, the relationship between job rotation and job satisfaction is unidirectional. This can be interpreted that if job rotation experience an increase or decrease, it will be followed by an increase or decrease in job satisfaction of ship crew at PT Samudera Indonesia Ship Management.

From the calculation of the analysis of the coefficient of determination ( $r^2$ ) which is 74,6%, it means that the effect of job rotation on job satisfaction is 74,6%, while 25,4% is the influence of other factors. Other factors such as salary and promotion opportunities.

The results of the job rotation variable data analysis (X) the ability indicator has the highest score of 150, in this case PT Samudera Indonesia Ship Management needs to maintain or increase job rotation. In addition, to maintain the value of job satisfaction for the ship's crew, it is necessary to pay attention again to the salary indicator. The results of the data analysis of the job satisfaction variable (Y) the salary indicator has the highest score of 175.

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