

THE RELATION BETWEEN ROTATION AND TRAINING AGAINST EMPLOYEE'S PERFORMANCE A CASE STUDY : AT KATSUSEI RESATAURANT

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ABSTRACT

Purpose- Rotation and training are two areas of problem and solution to human resource manager. This research was conducted to measure how are the effect of rotation and training toward the employee's performance in a hospitality industry, and in thgis case study at Katsusei Resaurant.

Design/methology/approach- A questionnaire survey to employees in Katsusei Restaurant within a single organization supported by interviews.

Findings- There are positive direct effects between rotation, and training on employee's performance. However, other vriables that not included in surevey are still influenced the posibl better performace of employee. When rotation and training are held for the benefit of the employee to achieve the company's goals, the planned, and agreed mutation and training are positively increasing the employee's performance.

Research limitations- Due to a single company, and limited staffs, this research need to be evaluated. On the other hand, the two variables did not represented the whole factors of performance.

Practical implications-The manager of human resource shall communicate rotation and training prior to a definite planning, and executions

Originality/value- Ratation and training have been proved as a part of human capital both for employees, and company/organization

Keywords **Rotation**, Training, Performance, Career development, Human Capital

Introduction

Investments in many area of business have invited foreigner to Indonesia. Jakarta as a megapolitant city has a duty to cater them. Many kind of products and services are rendered to foreigner in Jakarta. In addition to foreigner of permanent resident, there are also a big number of tourist visiting Jakarta as a business and pleasure destination[1]. One of the service being offered to foreigner, Local, and tourist is Japanese food.

Katsusei is one o the best Japanese restaurant that located in the centre of Jakarta, at Thamrin Street, in Plaza Indonesia. It has a cozy place that offer a

variety of Japanese dishes and beverages. In dealing with prime service and hospitality, the management has to develop and maintain the human resource in the restaourant. How to place the right man at the right place by rotation and training to upgrade performance of employees are the main goal of this study[2].

Theoritcal Review and Hyphotheses Development

Rotation

A nature of restaurant business to serve guest are locating in three areas point of process, and service. At the first

place, receptionist will greet guest sincerely. This is the first point of service rendered. The second is conducted by waiter or captain waiter to place them convenience at the assigned or not assigned table, according to prior reservation made. The third place is a hidden area that guest are not directly face to face, that is kitchen area, where chef lead the operation. These three area are the most important ones to be in coordination of a manager so that all possible complaints are detected and anticipated.

In most cases, the other area, that is cashier is also a critical one to provide excellent service. However, this service can also be handled by a waiter. The bill taken by waiter and proceed to cashier with no direct contact to guest, as waiter handle them both transactions. All process shall be in order to extent standardized services. In this part of importance the human resources are need to be in joyful, a far from stress, and distress. In guaranteeing this condition, manager has a right to have his own judgement and execute a policy by doing rotation[3]. This is done for the business growth and sustainability. In this case a rotation is a movement from one place to another, from one position to another, and from one occupation to another[4]. Rotation is also an act to maximize productivity as stated by Sastrohadiwiryo[5]. However, the rotation is not done to create a new problem, a principle of the right man at the right place is mandatory[6]. Rotation conducted based on sist of Employee's request due to compliance of competency, or/and due to management's policy[7].

H₁ : There is a positive direct effect of rotation on employee's performance.

Training

Training is a mean of employee's capacity and capability[7]. Training is

good for the empowerment in intellectuality as well as in personality[8]. The short cut to understand the operating standar procedure of a company is a training, as it is conducted in a short period too. The practicals at work place, as the main purpose of any training[9].

The comprehensive of training definition and purposes is set hereunder by Arep and Tanjung [10]. They have explained that training is the way to own knowledge in doing things, ability in coping with tasks, skill in delivering a task or tasks done, and attitude in doing the right things right. These domain is simplified in one term of "competency". Competency in doing works or tasks in a work place, in line with the rule of law, and operating standard procedures of a company, or organization.

Training Evaluation

The human resource manager should set up the training purpose, duration, vendor of the bonafide training facilitator or provider, and budget. In doing so, the result can be measure accordingly[11]. Becker [12] has found that every penny invested on human resource is human capital. Human capital is an investment that can be measured by a participant of training to his own benefit. For instance, if somebody in the company spend an amount of money to upgrade himself, he will receive the return of it, in a matter of time, for 1 one year, or more. This is can be proven when his capacity, productivity is increased, and then his salary, bonus, or any kind of financial, and non financial reward is given to him, sooner or later.

On the other hand, if the company spend an amount of money to provide training, either in house or thru any appropriate vendor, the company will receive the return too. This is can be also proven by the capacity, and productivity given back by trainee to the company.

H₂ : Performance has a direct positive effect on performance

been included in knowledge, ability, skills, and attitude to conduct the tasks.

Performance of the the Employee

Requirement to Measure the Performance

There are many definition of performance. The proposed definition of performance is the activities done by employee to achieve the company goal [13]. Mink has mentioned that performance is dealing with achievement that attained by a person motivated by result oriented[14]. The work done by personal discretion in high self-confidence, and able to control his emotion to anticipate any unpredictable situation. All these done by his or her individual competency that gained by training, and experiences. This is also driven by motivation to grow[14]. Herzberg pointed out that there are five indicator to measure any staff or employee’s performance, such as successfulness, recognition, the job delivered, responsibility, and developemnt. Actually all these criteria, that mentioned by Herzberg have

Gomes has set up that there are two benchmark to measure the performance [16]. The performance shall be able to be measure objectively, and the second is that performance shall be evaluated in the process or in the pipeline of the process. While Siagian explain the essence of evaluation or measurement to the staff or employee himself. It is precious, as a feedback to them[17]. This definition is usefull as there is also a subjective evaluation that were done by superior, or subordinated, or outsider assessor. The performance depend on capability, motivation, appropriateness of their works,given supports to do the tasks, and communication in the organization[18],[19].

H₃ : Rotation and Training have a direct positive effect on performance

Table 1 The previous Research

1.	Researcher	Hutabarat (2006)
	Title	Coorelation between Rotation and Performance of the Employee
	Purpose	To measure the coorelation between Rotation and Performance of the Employee
	Method	Spearman Coorelation
	Results	Rotation has a direct positive coorelation with performance
2.	Researcher	Fachrul Alamsyah (2005)
	Title	The effect of Training on Performance of the Employee
	Purpose	To measure the coorelation Training on Performance of the Employee
	Method	Linear Regression
	Results	Traning has a direct positive effect aginst employee’s performance

Findings and Discussions

There are 30 respondents selected as the sample from employee of Katsusei, by purposive],[20],[21]. All of them have been experienced in rotation during their services with Katsusei restaurant. The questionnaire is set up to collect the primary data from respondent. The Likert scale from 5 to 1 is applied.

Table 2: Likert Scale

Response	Weight
Most agree	5
Agree	4
Neutral	3
Not agree	2
Most not agree	1

Profile of Respondent

Table 3 Respondent by Gender

Gender	Frekuensi	Persentase
Male	23	76,7
Female	7	23,3
Total	30	100,0

Source: Questionnaire, analyzed

Due to uniqueness of a restaurant, the proportion of the staff in kitchen is equal to the frontliner in cashier and service as waiter. This is complied by interview. So, all the female are working as cashier and waiter.

Table 4 Respondent by Age

Usia by Year	Frekuensi	Persentase
Less than 25	1	3,3
26 - 30	27	90,1
31 - 40	1	3,3
More than 40	1	3,3
Total	30	100,0

Source: Questionnaire, analyzed

Mostly the age between 25 until 27 that they are very young, and easy to rotate, and trained.

Table 5 Respondent by Education

Education	Frekuensi	Persentase
High school	23	76,6
Diploma 3	2	6,7
Bachelor Degree	5	16,7
Master degree	0	0
Total	30	100,0

Source: Questionnaire, analyzed

The employee are still in need for training and education, as 23 out of 30 were educated up to 12 years only.

Table 6 Respondent by Length of Service

Length of Service by Year	Frequency	%
1	10	33,3%
2- 3	16	53,4%
3-4	3	10%
5 or more	1	3,3%
Total	30	100

Source: Questionnaire, analyzed

They are relatively working in short period of time. The only manager has more than 5 year of service in Katsusei.

Tabel 7 Response On Rotation (X₁)

No	Question	Response (%)									
		SS	%	S	%	KS	%	TS	%	STS	%
1	Rotation for productivity	2	6.7	12	40.0	12	40.0	4	13.3	0	0.0
2	Rotation for competency	2	6.7	13	43.3	10	33.3	5	16.7	0	0.0
3	Mutasi menambah semangat kerja karyawan	3	10.0	13	43.3	7	23.3	7	23.3	0	0.0
4	Rotation for boring avoidance	6	20.0	8	26.7	10	33.3	6	20.0	0	0.0
5	Rotation for career development	12	40.0	11	36.7	5	16.7	2	6.7	0	0.0
6	Rotation for penalty/sanction	5	16.7	8	26.7	13	43.3	3	10.0	1	3.3
7	Rotation for work adjustment	6	20.0	7	23.3	15	50.0	2	6.7	0	0.0
8	Rotation for open competition.	0	0.0	15	50.0	10	33.3	4	13.3	1	3.3
9	Rotation for conflict avoidance .	2	6.7	8	26.7	16	53.3	2	6.7	2	6.7
10	Rotation for the principle of "The	4	13.3	12	40.0	11	36.7	3	10.0	0	0.0

right man on the right place”

Total	140,1	356,7	363,2	126,7	13,3
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Source: Questionnaire, analyzed

The only rotation for career development is regarded as the most preferable by employees. It is therefore a

must to communicate a rotation prior to planning and execution, unless an emergency case happened[21].

Tabel 8 Response On Training (X2)

No	Question	Response (%)									
		SS	%	S	%	KS	%	TS	%	STS	%
1	The applied training method is in line with employee's need	4	13.3	15	50.0	10	33.3	1	3.3	0	0.0
2	The applied training stages is in line with employee's need	9	30.0	13	43.3	7	23.3	1	3.3	0	0.0
3	The quality applied training is easy, and in line with employee's need	7	23.3	11	36.7	10	33.3	2	6.7	0	0.0
4	The material applied training is to understand by employee.	11	36.7	10	33.3	9	30.0	0	0.0	0	0.0
5	The trainer understood the material applied.	6	20.0	17	56.7	5	16.7	2	6.7	0	0.0
6	The trainer is capable to communicate with the participant	4	13.3	15	50.0	9	30.0	2	6.7	0	3.3
7	The quality of training tools is appropriate	4	13.3	13	43.3	11	36.7	1	3.3	1	0.0
8	Trainee has the proper participation during training	6	20.0	14	46.7	7	23.3	3	10.0	0	3.3
9	Training is helpful to solve daily tasks	7	23.3	11	36.7	9	30.0	1	3.3	2	6.7
10	Training motivates trainee	11	36.7	7	23.3	11	36.7	1	3.3	0	0.0
	Total		229,9		420		293,3		39,9		13,3

Source: Questionnaire, analyzed

It is in line with the explanation by Kamaluddin[11]. The trainer understood the material applied that means, trainer

shall also be competent on their field of train, and capable to communicate with participants.

Tabel 9 Respondent response on Performance (Y)

No	Question	Response (%)									
		SS	%	S	%	KS	%	TS	%	STS	%
1	Employee undertook training to be able to conduct the tasks	11	36.7	14	46.7	5	16.7	0	0.0	0	0.0
2	Employee undertook training to earn competency	4	13.3	9	30.0	15	50.0	2	6.7	0	0.0
3	Employee undertook training to be able to conduct the duties at work place.	7	23.3	14	46.7	7	23.3	1	3.3	1	3.3
4	The job quantity is in line with	8	26.7	12	40.0	10	33.3	0	0.0	0	0.0

company rules											
5	Employee undertook training to earn efficiency	10	33.3	11	36.7	8	26.7	1	3.3	0	0.0
6	Employee undertook training to earn effectivity	11	36.7	11	36.7	7	23.3	1	3.3	0	0.0
7	Employee undertook training to earn efficiency, and effectivity as per SOP.	9	30.0	9	30.0	12	40.0	0	0.0	0	0.0
8	Employee undertook training to earn DISCIPLINE	9	30.0	13	43.3	6	20.0	2	6.7	0	0.0
9	Employee has maximize their effort to do the job	6	20.0	7	23.3	14	46.7	1	3.3	2	6.7
10	Employee able to do in team	5	16.7	17	56.6	7	23.3	1	3.3	0	0.0
Total		267		390		303		29.9		10	

Source: Questionnaire, analyzed

It is proved that employee have been motivated to be train for their development and productivity. Efficiency and effectivity can be gained by increasing employee's competency[8], [10].

Reliability Test

Based on Cronbach Alpha formula, the result as follows:

Tabel 10 Reliability Test

Variable	Alpha	Conclusion
Rotation (X ₁)	,921	Reliable
Training (X ₂)	,916	Reliable
Performance (Y)	,914	Reliable

Source: Data, analyzed

All results found reliable.

Spearman's Coorelation Test

Tabel 11 Reliability Test

Variabel	R	r. table	Coorelation	Interpretation
Mutasi	0,771	0,361	Signifikan	Strong
Pelatihan	0,738	0,361	Signifikan	Strong

Source: Data, analyzed

The hypothesis for the Spearman coorelation test,a are as follows:

H₀: There is no significant coorelation between X (Independent variable) and Y(Dependent variable)

H₁: There is a significant coorelation between X (Independent variable) and Y(Dependent variable)

The above result shows that 0,771 is bigger than r table of 0,361 . It is therefore H₀ rejected, and H₁ accepted. There are significant coorelation between independent variable with dependent variable in strong category. This is line with Armstrong[3].

Table 12 Critical Ratio

Variable	CR	t.table	Coorelation
Rotation	6,402	1,697	Significant
Training	5,782	1,697	Significant

The hypothesis for the Spearman coorelation test,a are as follows:

H₀: There is no significant coorelation between X (Independent variable) and Y(Dependent variable)

H₁: There is a significant coorelation between X (Independent variable) and Y(Dependent variable)

The rotation value of CR 6.402 is higher than t table of 1,697. It is therefore H₀ rejected, and H₁ accepted. It means there is a significant coorelation between rotation and training [5]. Training for employee is a value added matter as Ormiston found that their marketable skills were developed. This case sometime discouraging owner of

small enterprise to provide a series of training to avoid staff turn over[22]. Job and rotation enhancement also suggested by Tarus [23].

Determinant coefficient (r^2)

Table 13 Determinant Coefficient (r^2)

Variable	r^2
Rotation	59,4441
Training	54,4644

It is found that as much as 59,44% confirming that both variables have a significant influence on performance. Other variable that not included in this research are also take part to contribute[4].

Conclusions, Limitations, and Future Research

Katsusei management has done rotation and training to increase the performance of the employees. The finding has shown that rotation in need to path career, motivation, and avoiding any conflict. Training based on a proper materials, bonafide provider, and facilitator to make participant easy to follow have been also in place.

The limitation of this study due to : simple case study in one outlet with limited respondent. On the other hand, with limited independent variable that not represent the whole factors.

The suggestion also made herewith for future research to include other variable such as compensation, promotion on performance, and for life long company by career development.

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