

OFFICE ROTATION POLICY IN DULUPI VILLAGE DULUPI DISTRICT

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ABSTRACT

The aims of this research are 1) To find out the impact of the officer rotation policy which is not in accordance with the applicable regulations. 2) To analyze the job rotation policy that affects the work productivity of village officials.

The research that will be conducted uses a descriptive qualitative approach. The data sources used in this research are primary data sources, namely data sources that directly provide data to data collectors. Data collection methods used were interviews, observation and documentation. Data analysis techniques used were data analysis techniques according to Miles and Huberman. With data analysis, namely data reduction, data display and conclusion drawing/verification.

The results of the study are 1) Internal impact is namely the Village Officials are no longer performing optimally, feel uncomfortable with the new job because they still have to adapt and learn more about the main duties and functions of the new position. In fact, they are often not in harmony with other village officials. The external impact is that there are people who feel that service to the community due to this rotation has decreased, and even their social relations have changed a lot. 2) The rotation policy for village officials greatly affects the work productivity of village officials in the Dulupi Village Government. It has not been able to support the capacity building of village officials in the Dulupi Village Government.

Keywords: Policy, Rotation, Apparatus, Village.

INTRODUCTION

In the provisions of Law Number 6 of 2014 concerning Villages, where the village as part of the village government organizes Village Administration. Even in the formulation of the Village Government through the Village Head so that it can be explained as a village apparatus that can organize village government. Even Law Number 6 of 2014 concerning villages, is given the opportunity to manage village funds independently.

So as to be able to improve the welfare of the people in the village. So that the village government will become an organization in the administration of government affairs and carry out duties as a service in the interests of the community.

Village apparatus is one of the staff who will be able to provide assistance to the Village Head to formulate policies and coordinate with the village secretariat as an elemental part in carrying out the duties of the village head. In fact, for the

implementation of the policy, it must be accommodated, it must be implemented according to the technical and even the existence of an area. In accordance with the Regional Regulation of Boalemo Regency Number 2 of 2018 concerning the implementation of village government, where mutations are carried out by exchanging positions in order to increase productivity in improving the performance of village officials in administering village government.

In village administration, the rotation of officials must indeed take several steps such as implementing strategies in development and serving the community. Officer rotation is carried out in the step of placing officers according to needs which can provide maximum results. In this case it relates to the placement of village apparatus in village administration by placing in accordance with the appropriate needs must be able to provide maximum results.

Officer rotation is one of the positions of the village apparatus in increasing cooperation with the village administration. In simple terms, the rotation of village officials is the right step in the work of village officials who will be exchanged which are still appropriate to village administration. In the rotation of the apparatus will be able to carry out the task properly according to the timeframe according to the task and job requirements from the start. With the existing timeframe before returning to the initial job. By rotating the officers, they can obtain according to the skills and experience in taking responsibility.

Then the rotation of the apparatus is carried out in order to be able to increase skills and involvement so that the rotation of the apparatus. However, of course there must be rotation or mutation so that experience and skills can be carried out in accordance with responsibilities. As well as the rotation carried out by the rotation

of the village apparatus which is adjusted in view of the extent of the involvement and rotation of the village apparatus carried out.

During the tenure of the village head there has been rotation in 2020 carried out 3 times and it can be proven that village officials must be rotated in a short time. This rotation occurred because of a number of problems, as it was known that the village head had conducted an assessment of the performance of the village officials so far. This is evidenced by several village officials being transferred or rotated because they were not able to improve their performance while in office in accordance with what was carried out before so that the rotation policy really needs to be carried out by the Dulupi Village Head in order to improve the duties and functions carried out.

However, this rotation policy is a problem for village officials, especially village officials who are rotated or transferred to other departments. One of them is in accordance with the Regional Regulation of Boalemo Regency Number 2 of 2018 concerning the implementation of village government which states that the rotation policy carried out by the village head violates existing regulations. As explained, the village head of Dulupi did not hold consultations with village officials, especially village officials who rotated only because of their own will. So that it gives the impression that the village head is not based on the applicable rules.

In fact, the rotation should have been carried out with the approval of the Camat in accordance with the Regional Regulation of Boalemo Regency Number 2 of 2018. However, it turns out that the Dulupi Village Head did not or did not yet have direct approval from the Dulupi Sub-District Head. In fact, it turns out that job rotation has resulted in decreased work productivity of village officials. It has been proven that several village officials

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who were transferred still took a long time to adapt to their new positions. This resulted in the move to attack the new position which greatly affected the administration of the village government

Management

Good management is needed for the survival of the organization. Where the process is unique so that the action of planning, organizing, actuating and controlling can be carried out with suitability in achieving targets within the organization. Here are some expert opinions regarding management.

Terry explained that management is an achievement in the organization according to the goals expected in using people [1]. Management is a science that is expected to achieve goals in the activities carried out [7].

Management is a step in planning, organizing, directing and supervising the efforts of each organization and using organizational resources that can be implemented according to the expected organizational goals [3]. In addition, in general, management is a science that is carried out in setting and managing the available resources in accordance with the expected goals efficiently and effectively.

Human Resource Management

Human resource management is human management in an organization so that it has an important role efficiently and effectively. Then management can be divided into 6 elements *man, money, method, material, machine and market*. Where management as part of management is commonly called Human resource management. Human resource management is a science that can regulate matters related to the role of the workforce effectively and efficiently in realizing the goals of the company, society and employees [4].

Job Rotation

Job rotation is a design in work and uses a very broad approach that can be

used according to company needs at several hierarchical levels. Job rotation can be used according to the work carried out by the employee, not even against the employee being transferred to another section according to the same level and skill requirements.

Job rotation is a design in work using an approach so that it can be used in companies based on hierarchical levels [5]. Even job rotation can be carried out based on activities that do not conflict with the implementation of employee transfers. Especially in other jobs, even according to the level of challenge in the new job. Job rotation is the transfer of employees or employees to new positions in the organization. Where job rotation is carried out so that it is adjusted to work in new units in the organization. So that the rotation carried out must be adjusted to the transfer from work unit to another or the same work unit [10].

Job rotation is training that is carried out by transferring employees to other jobs and positions to achieve goals, as well as knowledge related to different activities in organizations where there are vacancies that will easily be replaced [9]. With some of the explanations put forward, there are several similarities related to work rotation, namely the rotation or change in employee position, the process is carried out by moving horizontally and according to the existing position and can be shown to reduce boredom at work.

Purpose of Job Rotation

There are several objectives in carrying out employee work rotation in the following companies: [6]

1. Enrich and increase employee knowledge in existing jobs. So that *skill* and ability to increase in providing value to the employee concerned.
2. Reducing boredom in the work carried out so that it can be fresher. Because

boredom results in reduced work motivation.

3. The most necessary steps are taken as usual in preparing for promotions on earlier job rotations.
4. In carrying out sanctions and penalties on mistakes can be made on employees. By giving the impact of demotion.
5. Balance in the composition of work and positions related to the existing workforce.
6. Stimulate and stimulate employees so that they can provide better career advancement efforts.

Benefits of Job Rotation

The benefits of employee rotation are as follows: [6]

1. Maintaining a balance of labor in positions in the organization, by guaranteeing stable labor conditions.
2. Carry out job rotation in order to open up career development and opportunities to improve careers.
3. Increase and expand knowledge.
4. Reducing job burnout.
5. Get rewards according to work performance.
6. Providing employment opportunities in the face of competition to improve work performance.
7. Carry out work rotation due to violations by imposing sanctions.

Job Rotation Indicator

There are several indicators of work rotation in the following respects [6] :

1. Work ability
Job rotation is carried out to increase employee skills and knowledge. Can master the work done after rotation.
2. Work attitude
Attitude of work due to the cooperation of employees and new co-workers in accordance with their new position.
3. Working Conditions

Working conditions that occur due to changes with colleagues in the work environment occupied.

4. Personal Attitude
Personal attitude due to changes in work done after rotation.

The process for appointing village officials must be based on Minister of Home Affairs Regulation Number 83 of 2015 concerning the appointment and dismissal of village officials. Even the Regional Regulation of Boalemo Regency Number 2 of 2018 concerning the Implementation of Village Government. Mutations or rotations are carried out at least are:

1. The village head must form a team in which there is a chairman, secretary and members.
2. The village head can carry out the selection of village apparatus candidates so that the team can implement them.
3. The selection is carried out 2 months after the position is vacant and dismissed.
4. As a result of the selection, there are at least 2 people who can be consulted with the village head and sub-district head.
5. The sub-district head will provide written recommendations through village officials no later than 7 working days.
6. Recommendations will be given by the district head who has been approved and rejected in accordance with the conditions given.
7. The sub-district head issues approval from the village head with the issuance of a village head decision in appointing village officials.

RESEARCH METHODS

In conducting research with a qualitative approach to the type of research is descriptive. In conducting research with a qualitative approach to the

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type of research is descriptive. Methods or data collection techniques used interviews, observation and documentation. In qualitative data analysis, is *datareduction, display and conclusion drawing/verification.*

RESEARCH RESULT

1. The Impact Due To The Rotation Policy That Is Not In Accordance With The Applicable Regulations

An impossibility indeed in implementing the rotation of positions in the Dulupi Village Government. In addition to honing the work skills of village officials, it is certain that the knowledge of village officials will also increase. The results of interviews with RA (Head of Dulupi Village) provided responses regarding the rotation policy that was carried out to affect the performance of Village Officials as follows:

"Of course it will affect, both positively and negatively. Positively the Village Officials will be more serious in their work because of their new job. Negatively, the officer still has to adapt again to his new job." (December 12, 2021)

Even the results of interviews with NS (General Kaur) regarding the impact caused by the rotation carried out by the Dulupi Village Head so far are as follows:

"There is still overlap between village officials which usually causes bad harmonization." (December 13, 2021)

Even supported by AS interviews as Head of Planning the causes or impacts caused are as follows:

"Services will not run optimally, especially in the newest position (December 13, 2021).

In fact, the impact that is felt directly with the rotation that is carried out is definitely harmony for

new employees in new positions or old employees who are transferred to new positions. Apart from that, indirectly the impact on the community, such as services that are caused, does not run optimally.

In addition, the FH (Head of Government) related to the implementation of the rotation because of poor work ability, bad work attitude, unsupportive working conditions or the attitude of the father which made the village head rotate the current village apparatus as follows:

"Rotation will indirectly harm and have a big impact on the ability or *skill* village officials are not good in the eyes of society. Apart from that, the attitude of the apparatus to the new position will take a longer time to adjust." (December 13, 2021)

Which indirectly will have an influence and impact on new positions or jobs in the Dulupi Village Government. The results of interviews with RA (Village Head) provide the following responses:

"The impact is that the apparatus will be more serious and more responsible in their duties and functions." (December 12, 2021)

Even now, in addition to the impact on the rotating village apparatus, it will definitely be felt in carrying out services to the community. As explained by MT (Dulupi Community) explaining that village officials who have been rotated by the village head experience changes in performance when providing services to village officials as follows:

"Yes, especially the administrative services for correspondence seem slow."

According to the data in the research, at this time, the village apparatus in Dulupi Village will

experience significant changes with the job rotation implemented in the Dulupi village government. In addition, other impacts of service to the community are less than optimal, even with rotation it is not impossible to make relations between other village officials not harmonious. Because village officials who were in that position were transferred to another place.

In accordance with Law Number 6 of 2014 concerning villages, where those with the authority can dismiss and appoint village officials based on their position, namely the Village Head so that the implementation of this authority must be carried out and carried out with a regulated mechanism. The dismissal and appointment of village officials cannot be separated from the Minister of Home Affairs Regulation 83 of 2015 concerning the appointment and dismissal of village officials which was revised in the Minister of Home Affairs Regulation Number 67 of 2017. So that it can be ensured that the appointment and dismissal of Dulupi village officials cannot be seen from their abilities. and not from the feelings of a favored or arbitrary person.

2. Village Apparatus Rotation Policy Really Affects Village Apparatus Work Productivity

Indeed, at this time, there are still village officials who cannot complete the work of the Village Head so that the appropriateness of the time target will have an impact on the implementation of services to the community. It must be noted that all policies implemented by village officials so far will have a very large impact on productivity in carrying out activities in the village.

Rotation is one of the important changes in a position or position which has been really needed, especially in improving the performance of village officials currently being carried out, especially in the Dulupi Village Government. Indeed, it is very necessary to carry out the rotation of Dulupi village officials. It is really hoped that it will help improve the performance of the Dulupi Village apparatus which can indeed provide refreshment in carrying out services to the community in Dulupi Village.

Indeed, it is certain that the village apparatus rotation policy has had a positive impact on public services. As the results of interviews with MT (Dulupi Community) are as follows:

"No, because the village officials still have to learn more about their jobs in new positions." (December 11, 2021)

Apart from that, in paying attention to the policies of village officials so far there are several things that support the work productivity of village officials. Where is the current policy issued by the Village Head during work rotation, according to the results of an interview with RA (Head of Dulupi Village) as follows:

"My policy when rotating, I immediately appointed the village officials and they had to be ready to develop their new positions." (December 12, 2021)

The policy process by the Dulupi Village Government through the Village Head is certainly not impossible to encounter obstacles in the field. Like the results of interviews with, are there no obstacles in the field or external. As the results of an interview with RA (December 12 2022) as the Village Head said that:

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"The impact is that the apparatus will be more serious and more responsible in their duties and functions."

Before the rotation is carried out, it must be in accordance with the current rules or policies, but there are definitely some balances that must be considered. As the results of the interview with NG as the Head of General Affairs as follows:

"Speaking of the rules, I think it's not according to the rules. Because the position rotation that occurred was not based on consultations and recommendations from the sub-district government." (December 13, 2021)

At present, the rules are given by Permendagri Number 67 of 2017 concerning Amendments to Minister of Home Affairs Regulation Number 83 of 2015 Concerning the Appointment and Dismissal of Village Officials who are rotated or transferred or mutated village officials.

In view of the conditions that occur, it will indirectly have an impact on the work productivity of the Dulupi village apparatus. Interview with AS (Planning Head) as follows:

"Work productivity greatly influences the work rotation policy that is carried out both in general and directly on individuals." (December 13, 2021)

In maximizing this, it is necessary to have a rotation policy supported by recommendations from the Camat. The results of interviews with FH (Government Head) provide the perception that:

"Never, because currently the sub-district head's recommendation is only limited to nomenclature. But not according to competence, *skill* and attitudes towards village officials or

apparatus in carrying out services." (December 13, 2021)

By looking at the existing conditions, the productivity of village officials is indirectly measured and adjusted to the policies issued so far by the village government individually, which increases competence and *skill* and the attitude of employees is not impossible to have a broad impact on the community and on village officials directly.

DISCUSSION

1. Impacts Caused by Rotation of Apparatuses That Are Not In Accordance with the Rules

The impact of the rotation policy must indeed be based on the policies that apply in accordance with what has been implemented. As the results of previous studies, so that it can be explained by the existence of a rotation system that is carried out well, the level of organizational performance is in good criteria, so that achievement is related to organizational performance through the relationship with work rotation and performance [8]. So that in implementing the rotation of positions it must be prioritized to be able to maximize the performance of village officials who must be effective in carrying out services to the community in Dulupi Village. So that for the implementation of refreshments in the Dulupi Village Government, through refreshing the position occupied.

In implementing the rotation of village officials in Dulupi Village, recommendations are still urgently needed from the Dulupi Sub-District Head by looking at the results of the assessment of the working capacity of the village apparatus which are indeed

not good, work attitudes that are considered unfavorable, working conditions that do not support or the attitude of the father who made the village head of Dulupi become rotation of village apparatus in Dulupi for certain positions. However, the discussion was whether the village head's evaluation or merely placing it solely in a certain position was the subject of discussion in implementing the rotation of village officials in Dulupi.

Through direct recommendations in carrying out rotation of positions in Dulupi village officials. So that this consideration becomes a direct challenge to the community that rotation or mutation must be adjusted to the needs of the field. Then finally talking about work productivity greatly influences the policy on work rotation carried out by the Dulupi Village Head. Based on Permendagri Number 67 of 2017 concerning changes to Minister of Home Affairs Regulation Number 83 of 2015 concerning the appointment and dismissal of village officials who are rotated or transferred or transferred.

Where the Village Head must coordinate and consult with the Dulupi Subdistrict Head in order to obtain a recommendation from the Dulupi Subdistrict Head in writing in accordance with the existing requirements. So that the Regulation of the Minister of Home Affairs Number 67 of 2017 concerning amendments to the Regulation of the Minister of Home Affairs Number 83 of 2015 concerning the appointment and dismissal of village officials. So that in carrying out existing SOPs and being obedient and obedient in dismissing village officials it is clear that it will not have a problem impact and substance on complaints.

So that based on the Regional Regulation of Boalemo Regency Number 2 of 2018 concerning the administration of village government, in the context of refreshing village officials, the village head will carry out mutations or rotations between positions in village officials. Mutations made can be carried out and adjusted according to direct recommendations from the Dulupi Sub-District Head. Even with this provision, village officials cannot be based on the provisions in carrying out the rotation carried out in Dulupi Village.

The direct impact was on village officials who felt uncomfortable and less enthusiastic about this rotation. Because they should learn again the main tasks and functions of their new position. In addition, several community leaders concluded that village officials who were victims of rotation decreased their performance, especially in terms of administrative services to the community. Meanwhile, in raising awareness that rotation has a major impact on the community in the delivery of services that will always make the village government not only for holding apparatus positions but the decisions taken are part of steps in improving the Dulupi village apparatus in occupying new positions later.

2. Village Apparatus Rotation Policy Really Affects Village Apparatus Work Productivity

Rotation is one of the important changes in a position or position which has been really needed, especially in improving the performance of village officials currently being carried out, especially in the Dulupi Village Government. Indeed, it is very necessary to carry out the rotation of Dulupi village

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officials. It is hoped that it will help improve the performance of the Dulupi Village apparatus which is adjusted to the implementation efforts to carry out service duties to the community in Dulupi Village. The village apparatus rotation policy implemented by the Dulupi Village Head is a step that is in accordance with the needs in the delivery of public services. Because so far, many village officials have not fully wanted to be involved in the policies of the Dulupi Village Head. So that the existence of a necessity in holding a position or position will make the tasks and functions of the village apparatus carried out properly. In addition, it is not impossible that village officials or village apparatus who occupy new positions will make village officials more qualified in carrying out the tasks to be carried out. So that in the future it will not be monotonous in the position that will be occupied before.

In Permendagri Number 67 of 2017 it is really needed in carrying out task activities in Dulupi Village. Based on Permendagri number 67 of 2017 article 7. In increasing the productivity of village officials, they must be able to measure the level of effectiveness and efficiency that is carried out and held at the Dulupi Village Office. Where the work productivity of the village apparatus must be measured and leveled based on the ability of the Dulupi village apparatus when it is rotated to a new position. So that the work productivity of the apparatus can be felt in seeing the condition of the service according to their needs. The results of other studies provide the view that the job rotation variable will have a positive and significant effect on increasing work motivation, work rotation on

employee performance will have a positive and insignificant effect, job rotation has no positive and insignificant effect [2]. So that work rotation will have a positive and significant influence on employee performance with motivation.

Where implementing the rotation of the Dulupi Village Government will indeed occur in 2020. In implementing this it is very necessary to improve performance in service to the community in Dulupi Village. Through the condition directly that it turns out to have an impact that arises with the existence of a rotation where village officials must adapt to the newest position so that they are responsible for carrying out new work. The implementation of rotation is indeed a priority in order to be able to maximize the performance of village officials in the Dulupi Village Government so that they are able to effectively carry out services to the community in Dulupi Village. To refresh Dulupi Village, it is very necessary to refresh the position occupied.

To carry out periodic rotations or mutations so as to maximize performance, especially in services. The next concern is in refreshing village apparatus. In doing rotation or mutation it will indeed give the impression that is felt on the village officials themselves. It is required to be able to provide a good effect not a bad effect in service to the community. Before and after the rotation is carried out, it must be adjusted to the applicable policy. So that there is indeed an influence on the work productivity of village officials in carrying out rotational positions in the Dulupi Village Government.

CONCLUSION

Based on the results of the research and discussion, the researchers concluded as follows:

1. The internal impact is that the Village Officials are no longer performing optimally, feel uncomfortable with the new job because they still have to adapt and learn more about the main duties and functions of the new position. In fact, they are often not in harmony with other village officials. The external impact is that there are people who feel that service to the community due to this rotation has decreased, and even their social relations have changed a lot.
2. The village apparatus rotation policy greatly affects the work productivity of village officials in the Dulupi Village Government. It has not been able to support the capacity building of village officials in the Dulupi Village Government.

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