

ABSTRAK

Penelitian ini bertujuan untuk menganalisis dan menguji pengaruh promosi jabatan, reward, punishment, dan rotasi pekerjaan terhadap kinerja pegawai PT Gesya Group Batam, baik secara parsial maupun simultan. Penelitian ini dilatarbelakangi oleh pentingnya pengelolaan sumber daya manusia dalam menghadapi dinamika lingkungan bisnis, serta adanya kesenjangan pencapaian target kinerja antarpegawai di perusahaan, meskipun realisasi penjualan secara umum telah mencapai sekitar 95% dari target yang ditetapkan. Penelitian ini menggunakan pendekatan kuantitatif dengan populasi seluruh pegawai PT Gesya Group Batam yang berjumlah 108 orang. Jumlah sampel ditentukan menggunakan rumus Slovin sehingga diperoleh 52 responden, yang dipilih dengan teknik simple random sampling. Data dikumpulkan melalui wawancara, kuesioner, dan studi dokumentasi, kemudian diuji validitas dan reliabilitasnya sebelum dianalisis menggunakan analisis regresi linier berganda serta uji hipotesis secara parsial (uji t) dan simultan (uji F). Hasil penelitian menunjukkan bahwa promosi jabatan, *reward*, dan *punishment* masing-masing berpengaruh positif dan signifikan terhadap kinerja pegawai. Artinya, semakin baik pelaksanaan promosi jabatan yang didasarkan pada prestasi dan kompetensi, pemberian *reward* yang tepat, serta penerapan *punishment* yang adil dan konsisten, maka semakin tinggi kinerja pegawai yang dihasilkan. Sebaliknya, rotasi pekerjaan terbukti berpengaruh negatif dan signifikan terhadap kinerja pegawai, yang mengindikasikan bahwa proses adaptasi terhadap tugas dan lingkungan kerja baru dapat menurunkan kinerja dalam jangka pendek apabila tidak disertai pembekalan dan pendampingan yang memadai. Secara simultan, keempat variabel tersebut terbukti berpengaruh signifikan terhadap kinerja pegawai PT Gesya Group Batam. Berdasarkan temuan tersebut, perusahaan disarankan mengelola sistem promosi jabatan secara transparan, memberikan *reward* yang proporsional, menerapkan *punishment* secara konsisten, serta merancang program rotasi pekerjaan yang disertai pelatihan dan pendampingan memadai guna mendukung peningkatan kinerja pegawai secara berkelanjutan.

Kata Kunci: Promosi Jabatan, *Reward*, *Punishment*, Rotasi Pekerjaan, Kinerja Pegawai

ABSTRACT

This study aims to analyze and examine the effect of job promotion, reward, punishment, and job rotation on employee performance at PT Gesya Group Batam, both partially and simultaneously. The study is motivated by the growing importance of effective human resource management in navigating a dynamic business environment, as well as by disparities in performance achievement among employees, despite the company's overall sales realization reaching approximately 95% of its established target. This research employs a quantitative approach, with the population consisting of all 108 employees of PT Gesya Group Batam. The sample size was determined using the Slovin formula, yielding 52 respondents selected through simple random sampling. Data were collected through interviews, questionnaires, and documentation studies, and subsequently tested for validity and reliability prior to analysis using multiple linear regression, accompanied by partial (t-test) and simultaneous (F-test) hypothesis testing. The results reveal that job promotion, reward, and punishment each have a positive and significant effect on employee performance. This indicates that the more effectively job promotion is implemented—based on achievement and competence—coupled with appropriate reward provision and the fair, consistent enforcement of punishment, the higher the resulting employee performance. Conversely, job rotation was found to have a negative and significant effect on employee performance, suggesting that the adjustment process required when adapting to new tasks and work environments may reduce performance in the short term when not accompanied by adequate training and mentoring. Simultaneously, all four variables were found to exert a significant influence on employee performance at PT Gesya Group Batam. Based on these findings, the company is recommended to manage its job promotion system transparently, provide proportional rewards, enforce punishment consistently, and design job rotation programs supported by adequate training and mentoring to sustain long-term improvements in employee performance.

Keywords: Job Promotion, Reward, Punishment, Job Rotation, Employee Performance