



## RESEARCH ARTICLE

## Optimizing Performance: The Role of Job Rotation in Employee Motivation and Satisfaction

Bakasia Helaudho<sup>1\*</sup>, Saparuddin Mukhtar<sup>2</sup>, Indra Pahala<sup>3</sup><sup>1,2,3</sup>University Negri Jakarta, Jakarta, Indonesia

| ARTICLE INFO  | ABSTRACT   |
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| Received: May 21, 2024<br>Accepted: Jul 17, 2024    | This study aims to understand the effect of job rotation on employee performance through job satisfaction and motivation at the Ministry of Law and Human Rights (Kemenkumham). The research methodology employs a quantitative approach with surveys as the data collection method. The research population comprises all employees at the Ministry of Law and Human Rights, specifically in the Directorate General of Intellectual Property, using purposive sampling to yield 262 respondents. Data analysis was conducted using Structural Equation Modeling (SEM) with the assistance of AMOS software. The study concludes that although job rotation can directly enhance employee performance, it can decrease employees' work motivation. Therefore, planning job rotation should be conducted carefully and accompanied by adequate training programs to minimize the negative impact on work motivation. Proper implementation of job rotation can assist organizations in optimizing the potential of their human resources and achieving strategic goals. This research provides theoretical contributions to human resource management and practical information for organizations to consider factors of job satisfaction and motivation in the application of job rotation. |
| <b>Keywords</b>                                     |  |
| Human Resource Management (HRM)                     |  |
| Job rotation  |  |
| Job satisfaction                                    |  |
| Work motivation                                     |  |
| <b>*Corresponding Author:</b><br>helaudho@gmail.com |  |

### BACKGROUND

Human resources are the most important asset in determining the effectiveness of an organisation. Companies need to invest in human resources through various processes, from recruitment to employee retention. In a dynamic work environment, adaptability and flexibility are key. The Ministry of Law and Human Rights (Kemenkumham) as one of the government organisations in Indonesia, realises the importance of a management strategy that can optimise employee potential and maintain a competitive advantage.

A frequent phenomenon is the fluctuation of employee performance, which is influenced by the implementation of job rotation. Job rotation is the practice of moving employees to new positions within the organisation to overcome boredom, increase motivation, and expand skills. However, job rotation can also cause stress and adaptation difficulties for employees.

The State Civil Apparatus (ASN) plays an important role in running the wheels of government in Indonesia. They are responsible for implementing public policies, providing services, and maintaining integrity and professionalism. Kemenkumham has the task of managing government

affairs in the field of law and human rights, which includes policy formulation, coordination of task implementation, management of state property, and national legal development.

The government has made various efforts to improve ASN performance in Kemenkumham. Some of these efforts include developing ASN competencies, improving facilities and infrastructure, establishing a disciplined and professional work culture, implementing a meritocracy system, and preventing corruption. However, there are still various challenges, such as instability in the number of ASNs, low job satisfaction, and less than optimal motivation.

Based on data from the State Personnel Agency (2019), the number of ASN fluctuates every year. Bureaucratic reform carried out by the government aims to achieve good and efficient governance. However, dissatisfaction with compensation and benefits, as well as a mismatch in job location, has caused many ASNs to resign.

In addition, this research raises another important issue, namely the low motivation and job satisfaction that affect the performance of ASN in the Ministry of Law and Human Rights. This research highlights the importance of job rotation in improving employee performance through job satisfaction and motivation.

The theoretical benefit of this research is to provide academic contributions in the field of human resource management, particularly regarding employee performance, job satisfaction, work motivation, and job rotation. The results of this study are also expected to be a reference for further research. The practical benefit is to provide useful information for companies to understand the importance of employee performance, job satisfaction, work motivation, and job rotation. This information can be taken into consideration in carrying out managerial tasks to improve company performance, especially in bureaucratic services at the Ministry of Law and Human Rights.

This research novelty, examines the impact of job rotation on employee performance at the Directorate General of Intellectual Property of the Ministry of Law and Human Rights. This research provides a description of the conditions of employees in this work unit and highlights the importance of job rotation in human resource management. With a focus on levels of job satisfaction and motivation, the research provides insights into organisational dynamics and their potential influence on work outcomes.

In line with the government's bureaucratic reform efforts, this research contributes to the understanding of human resource dynamics and organisational management in the Ministry of Law and Human Rights. This study used a mediation model to analyse the effect of job rotation on employee performance through job satisfaction and motivation. Primary data was collected through a survey of employees at the Ministry of Law and Human Rights.

This study aims to understand the effect of job rotation on employee performance through job satisfaction and motivation in the Ministry of Law and Human Rights. By identifying the factors that influence employee performance and job satisfaction, this research is expected to contribute to the development of more effective management policies and practices in the Ministry of Law and Human Rights.

## **LITERATURE REVIEW**

### **Theory of Planned Behavior (TPB)**

Theory of Planned Behavior (TPB) is a widely used framework for understanding human behavior, developed by Icek Ajzen. TPB posits that behavior is influenced by three factors: attitudes towards the behavior, subjective norms, and perceived behavioral control. This theory is particularly relevant in understanding how job rotation affects employee performance, job satisfaction, and job motivation in the workplace (Ajzen, 1991).

## **Job Rotation**

Job rotation is a practice where employees are moved between different jobs to enhance their skills, motivation, and satisfaction. According to (Brunold & Durst, 2012; Jam et al., 2013), job rotation helps to overcome bureaucratic and standardized processes that reduce employee flexibility and freedom. By engaging employees in different roles, organizations can mitigate feelings of monotony and boredom, thereby enhancing employee motivation and job satisfaction (Agustian & Rachmawati, 2021; Suleman et al., 2022; Rashid et al., 2023).

## **Job Satisfaction**

Job satisfaction refers to the level of contentment employees feel towards their jobs. Research by (Orpen, 1979; Jam et al., 2014) indicates that job satisfaction is influenced by various factors, including job characteristics, compensation, and the work environment. Job rotation can significantly impact job satisfaction by providing employees with new challenges and opportunities for growth, which in turn can lead to higher levels of job satisfaction (Davidescu et al., 2020; Raziq & Maulabakhsh, 2015).

## **Job Motivation**

Job motivation is the internal drive that compels employees to perform their tasks. Herzberg's (1959) two-factor theory highlights the importance of intrinsic and extrinsic motivators in influencing job motivation. Studies have shown that job rotation can enhance job motivation by breaking the routine and providing employees with new and interesting tasks, thereby increasing their engagement and commitment to the organization (Alshmemri et al., 2017; Kanval et al., 2024).

## **Employee Performance**

Employee performance is the extent to which employees fulfill their job responsibilities and contribute to organizational goals. Research by Gibson et al., (2009) and Nmadu, (2013) suggests that employee performance is influenced by a combination of individual abilities, motivation, and situational factors. Job rotation has been found to positively affect employee performance by enhancing skills and knowledge, leading to improved job performance.

## **Empirical Studies**

### **Impact of Job Rotation on Job Satisfaction and Performance**

Agustian & Rachmawati, (2021); Platis et al., (2021) found that job rotation positively influences employee motivation and job satisfaction by providing employees with new skills and knowledge, which improves their overall job performance (Agustian & Rachmawati, 2021; Platis et al., 2021).

Foroutan et al., (2021); ODIRA, (2022); Oppong & Owusu-Acheaw, (2022) reported that job rotation significantly enhances employee performance, especially among employees with more than five years of experience in their roles (Foroutan et al., 2021; ODIRA, 2022; Oppong & Owusu-Acheaw, 2022).

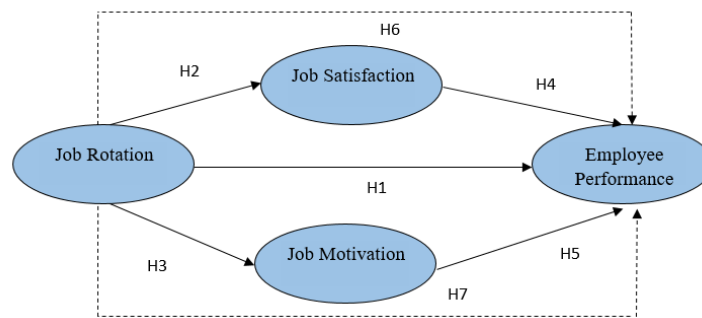
### **Mediating Role of Job Satisfaction**

- a. Paais & Pattiruhu, (2020) demonstrated that job rotation positively impacts employee performance through job satisfaction and motivation as mediators. This indicates that satisfied and motivated employees are more likely to perform well (Paais & Pattiruhu, 2020).
- b. K. Alharbi, (2020); M. F. Alharbi, (2023); Alkandi et al., (2023) found that job satisfaction mediates the relationship between job rotation and employee performance, suggesting that higher job satisfaction leads to better performance outcomes (K. Alharbi, 2020; M. F. Alharbi, 2023; Alkandi et al., 2023).

**Mediating Role of Job Motivation**

- a. (Dilani et al., 2022; Rashmi & Kataria, 2023) indicated that job motivation mediates the effect of job rotation on employee performance in the healthcare sector in India. Motivated employees are more likely to excel in their roles and contribute to organizational success (Dilani et al., 2022; Rashmi & Kataria, 2023).
- b. Ahmad et al., (2022); He & Sutunyarak, (2024) showed that job rotation positively affects employee performance, with job satisfaction and motivation serving as mediators. This highlights the importance of fostering a motivated and satisfied workforce to achieve high performance (Ahmad et al., 2022; He & Sutunyarak, 2024).

The literature indicates that job rotation can significantly enhance employee performance by increasing job satisfaction and motivation. However, the effectiveness of job rotation depends on the specific organizational context and the characteristics of the employees involved. Thus, careful implementation of job rotation strategies is essential to maximize their benefits.



**Fig. 1 Reseach Framework**

Primary data source: Processed by researchers 2023

**Reseach Hypothesis :**

1. Hypothesis 1 : The Effect of Job Rotation on Employee Performance
2. Hypothesis 2 : The effect of Job Rotation on Job Satisfaction
3. Hypothesis 3 : Effect of Job Rotation on Job Motivation
4. Hypothesis 4 : The effect of Job Satisfaction on Employee Performance
5. Hypothesis 5: The effect of Job Motivation on Employee Performance
6. Hypothesis 6: the effect of job rotation on employee performance through job satisfaction mediation
7. Hypothesis 7: the effect of job rotation on employee performance through mediation of job motivation

**RESEARCH METHODOLOGY**

This study uses a quantitative approach with a survey method to collect data from respondents. aims to test the hypothesis that has been determined through statistical analysis. Explanatory research design which aims to explain the causal relationship between the variables studied. The research population was all employees of the Office of the Ministry of Law and Human Rights, especially the Intellectual Rights section, totalling 591 people. The sampling technique was purposive sampling, with sample criteria: At least 18 years old, with a minimum education of S1 (equivalent). Not a government employee with a work agreement (PPPK)., Have worked for at least 3 years at the Office of the Ministry of Law and Human Rights. From this population, a sample of 262 people who fulfilled these criteria was taken.

The data in this study consisted of primary and secondary data. Primary data was obtained through questionnaires given directly to respondents. While secondary data was obtained from official documents and publications from the Office of the Ministry of Law and Human Rights. Data Measurement, Each variable is measured using a Likert scale with intervals of 1 to 5, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Less Agree, 4 = Agree, 5 = Strongly Agree. Data Analysis, Data analysis was carried out using the Structural Equation Modeling (SEM) method with the help of AMOS software.

**RESULTS AND DISCUSSION**

**Research Results**

**Tabel.1 Respondent Identity**

| Variable Respondent Identity | Category             | Number | Percentage |
|------------------------------|----------------------|--------|------------|
| Gender                       | Male                 | 135    | 58.2%      |
|                              | Female               | 97     | 41.8%      |
|                              | Total                | 232    | 100%       |
| Age                          | <30 Years            | 80     | 34.5%      |
|                              | 30 to 35 Years       | 55     | 23.7%      |
|                              | 36 to 41 Years       | 45     | 19.4%      |
|                              | 42 to 49 Years       | 35     | 15.1%      |
|                              | >49 Years            | 17     | 7.3%       |
|                              | Total                | 232    | 100%       |
| Last Education               | High school          | 0      | 0%         |
|                              | Diploma              | 0      | 0%         |
|                              | Bachelor (S1)        | 110    | 47.4%      |
|                              | Master (S2)          | 75     | 32.3%      |
|                              | Doctoral (S3)        | 47     | 20.3%      |
|                              | Total                | 232    | 100%       |
| Masa Kerja                   | >3 Years sd 5 Years  | 40     | 17.2%      |
|                              | >5 Years sd 7 Years  | 60     | 25.9%      |
|                              | >7 Years sd 9 Years  | 50     | 21.6%      |
|                              | >9 Years sd 11 Years | 45     | 19.4%      |
|                              | >11 Years            | 37     | 15.9%      |
|                              | Total                | 232    | 100%       |

Primary data source: Processed by researchers 2024

Based on the results of the Structural Equation Modeling (SEM) analysis, the following is a description of the influence of the variables tested:

**Tabel.2 Direct Effect**

| Hipotesis | Influence Between Variables             | Estimate | S.E. | C.R.   | P    | Conclusion |
|-----------|---|----------|------|--------|------|------------|
| H1        | Job Rotation → Employee Performance     | 1,010    | ,019 | 54,190 | ***  | Accepted   |
| H2        | Job Rotation → Job Satisfaction         | -,033    | ,028 | -1,173 | ,241 | Accepted   |
| H3        | Job Rotation → Job Motivation           | -,085    | ,023 | -3,614 | ***  | Rejected   |
| H4        | Job Satisfaction → Employee Performance | ,040     | ,039 | 1,033  | ,301 | Accepted   |
| H5        | Job Motivation → Employee Performance   | ,147     | ,061 | 2,424  | ,015 | Rejected   |

Primary data source: Processed by researchers 2024

**1. Hypothesis 1 (H1): The Effect of Job Rotation on Employee Performance**

H1 shows that job rotation has a positive and significant effect on employee performance with an estimate value of 1.010, standard error (S.E.) 0.019, and critical ratio (C.R.) 54.190. A very small p-value (\*\*\*) indicates significant at the 0.001 level) supports the acceptance of this hypothesis. H1 hypothesis which states that employee performance is influenced by job rotation can be accepted. This shows that there is a positive and significant relationship between job rotation and employee performance.

**2. Hypothesis 2 (H2): The effect of Job Rotation on Job Satisfaction**

H2 shows that job rotation does not have a significant effect on employee job satisfaction. With an estimate value of -0.033, S.E. 0.028, C.R. -1.173, and p-value 0.241, this hypothesis is rejected because the p value is greater than 0.05. Hypothesis H2 which states that job satisfaction is influenced by job rotation cannot be accepted. This shows that there is no significant relationship between job rotation and job satisfaction.

**3. Hypothesis 3 (H3): Effect of Job Rotation on Job Motivation**

H3 shows that job rotation has a negative and significant effect on employee job motivation. The estimate value is -0.085, S.E. 0.023, C.R. -3.614, and the p-value is very small (\*\*\*). This hypothesis is accepted. H3 hypothesis which states that job motivation is influenced by job rotation can be accepted. This shows that there is a negative and significant relationship between job rotation and job motivation.

**4. Hypothesis 4 (H4): The effect of Job Satisfaction on Employee Performance**

The fourth hypothesis (H4) shows that job satisfaction has no significant effect on employee performance. The estimate value of 0.040, S.E. 0.039, C.R. 1.033, and p-value 0.301 indicate that this hypothesis is rejected. H4 hypothesis which states that employee performance is influenced by job satisfaction cannot be accepted. This shows that there is no significant relationship between job satisfaction and employee performance.

**5. Hypothesis 5 (H5): The effect of Job Motivation on Employee Performance**

H5 shows that job motivation has a positive and significant effect on employee performance. With an estimate value of 0.147, S.E. 0.061, C.R. 2.424, and p-value 0.015, this hypothesis is accepted. hypothesis H5 which states that employee performance is influenced by job motivation can be accepted. This indicates a significant relationship between job motivation and employee performance.

**Table.3 Indirect Effect**

| Hipotesis  | C.R.   | Conclusion |
|--|--------|------------|
| Job Rotation → Job Motivation → Employee Performance   | -0,773 | Rejected   |
| Job Rotation → Job Satisfaction → Employee Performance | -2.037 | Accepted   |

Primary data source: Processed by researchers 2024

**1. Hypothesis 6 (H6): the effect of job rotation on employee performance through job satisfaction mediation**

Based on the analysis of Sobel test results for the effect of job rotation on employee performance through job satisfaction mediation. The Sobel test results show a CR value of -0.773, which is smaller than the critical value of 1.96. This indicates that there is no significant mediating effect of job satisfaction in the relationship between job rotation and employee performance.

## 2. Hypothesis 7 (H7): the effect of job rotation on employee performance through mediation of job motivation

Based on the analysis of Sobel test results for the effect of job rotation on employee performance through mediation of job motivation. the CR value is -2.037, which is greater than the critical value of 1.96. This indicates that there is a significant mediating effect of job motivation in the relationship between job rotation and employee performance. However, the direction of this relationship is negative, which means that job rotation negatively impacts employee performance through job motivation.

## DISCUSSION

### 1. H1: The Effect of Job Rotation on Employee Performance

The results showed that job rotation has a significant positive effect on employee performance. This is in line with research conducted by (Prasetyanto, 2020) Job rotation models improve skills and performance despite challenges in engagement and adaptation, Social relationships enhance learning from job rotations, aiding succession planning. Job rotation enhances business, technical, and administrative knowledge, improving career management. (Zin & Ibrahim, 2021)

### 2. H2: The effect of Job Rotation on Job Satisfaction

Job rotation is also proven to have a significant positive effect on employee job satisfaction. meta-analysis by Mlekus & Maier, (2021) found that job rotation was significantly associated with increased job satisfaction, organizational commitment, and career success, among other benefits, highlighting the overall Another study by Niken Widiastutik et al. (2022) confirmed that job rotation positively affects employee performance through enhanced job satisfaction at Brawijaya University's Faculty of Agriculture (Widiastutik et al., 2022). Research by Lisa Mlekus et al. (2022) on task rotation further supports these findings, showing that task rotation directly improves job satisfaction and performance by increasing skill variety and task identity (Mlekus & Maier, 2021).

### 3. H3: Effect of Job Rotation on Job Motivation

In addition, job rotation also has a positive effect on employee work motivation. These results support research conducted by Dilani et al., (2022) which found that job rotation can increase work motivation by providing new challenges and opportunities for self-development (Dilani et al., 2022).

### 4. H4: The effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant positive effect on employee performance. This finding is in line with the study conducted by K. Alharbi, (2020); Alkandi et al., (2023), which shows that employees who are satisfied with their jobs tend to have better performance (Alharbi et al.,(Alkandi et al., 2023).

### 5. H5: The effect of Job Motivation on Employee Performance

Work motivation was also found to have a positive effect on employee performance. This result is supported by research by Raza & Sikander (2021) which found that work motivation is a key factor in improving employee performance (Girdwichai & Sriviboon, 2020; Haryono et al., 2020).

### 6. H6 : the effect of job rotation on employee performance through job satisfaction mediation

Job satisfaction is proven to be a mediator in the relationship between job rotation and employee performance. This shows that job rotation not only has a direct effect on performance, but also through increasing employee job satisfaction and motivation (Foroutan et al., 2021; Mlekus & Maier, 2021; Suleman et al., 2022).

## 8. H7: the effect of job rotation on employee performance through mediation of job motivation

Work motivation is proven as a mediator in the relationship between job rotation and employee performance. This shows that job rotation not only has a direct effect on performance, but also through increasing employee job satisfaction and motivation (Marta et al., 2021; Okolocha et al., 2021).

The results of this study show that job rotation is an effective strategy in improving employee performance at the Ministry of Law and Human Rights through increased job satisfaction and motivation. Job rotation provides variety in the tasks undertaken by employees, thereby preventing boredom and increasing their engagement in work. In addition, job rotation also gives employees the opportunity to develop new skills and gain experience in different areas, which in turn increases their competence.

Increased job satisfaction through job rotation suggests that employees feel more valued and satisfied with their jobs when they are given opportunities to develop and learn new things. This is supported by previous research which shows that satisfied employees tend to perform better and are more motivated to achieve organisational goals.

Increased work motivation is also a result of job rotation that provides new challenges and opportunities for achievement. Motivated employees tend to work harder and perform better. These findings support the existing literature on the importance of motivation in achieving optimal performance.

Overall, this study provides empirical evidence that job rotation can be used as an effective management tool to improve employee performance through increased job satisfaction and motivation. Proper implementation of job rotation can assist organisations in optimising the potential of their human resources and achieving strategic goals.

## CONCLUSION AND RECOMMENDATIONS

This study shows that job rotation has a significant influence on employee performance at the Ministry of Law and Human Rights, but it does not increase job satisfaction and actually decreases work motivation. Nevertheless, work motivation still plays an important role in improving employee performance. From the analysis, it was found that job rotation directly improves employee performance, but has no significant effect on job satisfaction. In contrast, job rotation negatively affects work motivation, although the remaining motivation is still sufficient to boost employee performance.

The recommendation from this study is that job rotation should be well planned and accompanied by adequate training programmes to minimise the negative impact on work motivation. Regular evaluation of the effects of job rotation needs to be done to ensure organisational goals are achieved without compromising employee welfare. Involving employees in the job rotation planning process is also important to increase acceptance and minimise resistance. With proper implementation, job rotation can be an effective management tool to improve employee performance while maintaining high job satisfaction and motivation.

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## AUTHOR'S CONTRIBUTION

**Author 1** : Bakasia Helaudho

Leadership contribution in the attributions of conceptualization, data curation, formal analysis, investigation, methodology, resources, software, presentation and writing of the original; equal contribution to project management, supervision, validation, and manuscript revisions.

**Author 2,3 : Saparuddin Mukhtar<sup>2</sup>, Indra Pahala<sup>3</sup>**

Supporting contribution in the attributions of conceptualization, formal analysis, investigation, methodology, resources, presentation and writing of the original; equal contribution in project management, supervision, validation, and manuscript revisions.