
The Influence of Job Rotation and Work Teams on Employee Performance

Sastri Mandayani Rusli, Jumawan Jasman, Riyanti

University of Muhammadiyah Palopo

Corresponding Author: sastrymandayanii@gmail.com

ABSTRACT

Purpose: This study involved all employees of PT Indomarco Prismatama, and the purpose of this study was to determine how job rotation and work teams affect employee performance.

Design/methodology/approach: The study used a saturated sample and collected 44 respondents who had all the necessary data to test. This research data comes from a survey conducted to employees and processed using the SPSS version 25 program.

Findings: The results showed that job rotation has no effect and is not significant on employee performance, while work teams have an effect and are significant on employee performance.

Research limitations/implications: This study also has several limitations such as difficulty in obtaining respondents who are willing to fully participate in the study.

Practical implications: Companies can improve employee performance by implementing effective job rotation and forming cohesive work teams. Job rotation can prevent burnout and improve employee skills, while cohesive work teams can strengthen collaboration and productivity. Thus, management needs to consider optimal rotation and team building strategies to achieve better employee performance.

Originality/value: This title has significant originality as it combines two important variables in human resource management, namely job rotation and work teams, and analyzes their impact specifically on employee performance. The value of this title lies in the potential of the research to provide new insights into how job rotation strategies and work team dynamics can influence employee productivity and effectiveness in an ever-evolving work environment.

Paper type: Research paper

Keyword: Job Rotation, Work Team, Employee Performance

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I. INTRODUCTION

Human resources (HR) are very important to achieve company goals and maintain them. Therefore, companies need human resources who have the ability and high quality to remain competitive, answer future challenges, and create performance (Manopo et al., 2018). Because labor is a human resource in the production process, employees are expected to achieve higher levels of productivity and professionalism supported by a safework environment (Haedar et al., 2016). Performance is the output made or contributed by an employee who works for a company (Nurchayani & Dewi, Adnyani, 2023). Performance appraisal is the process of evaluating how well an employee does his job compared to certain standards. This assessment can be used to obtain information about employee performance and influence how much contribution employees make to the organization (Kurnia & Rahmawati, 2017).

Job rotation is another way to develop human resources besides education and training. This job rotation can be carried out by organizations or institutions on a consistent and sustainable basis with the aim of increasing motivation and good work results. To achieve this difficult task, the system must be improved proactively and continuously. This will prevent employees from getting frustrated at work. This condition is

thought to be related to boredom caused by long periods of working in a unit or just a job. Such a situation is not healthy in terms of human resource development. As a result, the Ministry of Cooperatives and Small and Medium Enterprises of South Sulawesi must routinely rotate employees and jobs (Firman et al., 2022). Job rotation is expected to motivate employees to gain more experience and maximize their potential. This can stop someone from holding a position or position for a long period of time, which causes employees to not know about fraud opportunities (Nadzilah & Handari, 2023).

In addition to job rotation, there are other factors that can improve employee performance, namely teamwork. Teamwork itself is an activity carried out by two or more people to achieve goals through communication and joint management (Letsoin & Ratnasari, 2020). Work success depends on communication, mutual commitment, and trust in each other. Teamwork will provide synergy energy to team members, in this cooperation will provide collaboration of the strength of several people to achieve the desired goal. Brilliant ideas will not appear without good cooperation, to achieve success people must work together. Many problems cannot be solved by working together. The advantage in reliable teamwork is the ability of various people to achieve various solutions in synergy (Arifin, 2020).

PT. Indomarco Prismatama, is a company engaged in supermarket retail. Until now, these outlets have spread in almost all regions. PT Indomarco Prismatama or usually called indomaret, is a minimarket network with more than 200 million customers that provides basic needs and daily necessities. The various awards that Indomaret has received show the performance of its employees in meeting company goals.

Research conducted Sulistiowati & Nur (2012) shows that Job Rotation has a significant effect on employee performance. The same results from research Sari et al. (2020) stated that there was a significant relationship between job rotation and employee performance. Research results Windhyastiti (2020) teamwork has no significant effect on employee performance. However, research conducted by Letsoin & Ratnasari (2020) found that teamwork has a significant effect on employee performance. This research was conducted to find variables that affect employee performance, namely job rotation, and work teams. In the end, the results of this study are used for PT. Indomarco Prismatama to assess its performance and ensure that the primacy of employee performance is very important.

Based on the above background, the problems in the study can be identified as follows: whether job rotation can determine employee performance, whether the work team can determine employee performance, while the objectives of this study are: to test and analyze whether job rotation can determine employee performance, to test and analyze whether the work team can determine employee performance.

A. Literatur Review

1. Job Rotation

Job rotation is a development program used by organizations or companies to improve employee performance. According to Nursanti et al. (2014) routine work and only doing the same thing for a long time can certainly cause boredom or boredom, which in turn will reduce morale and morale.

2. Work Team

Teamwork is when team members cooperate, interact, depend on each other, and coordinate to achieve a goal. Teamwork also has signs such as focusing on team goals, depending on each other to complete tasks, cooperating with fellow team members, and collaborating to complete tasks. According to Rahayu & Susanto (2024) teamwork, known as team work, is a group of two or more people who work together to achieve a common goal and the goal will be easier to achieve if they work together than if they work alone.

3. Employee Performance

Employee performance is defined as the level of achievement of the implementation of program activities or policies in realizing the goals, objectives, vision, and mission of the organization, as outlined in the organization's strategic planning. Employee performance is the quality and quantity of work achieved by an employee when they do their job in accordance with their responsibilities. In addition Indrayati (2014) said that employee performance is influenced by the relationship between motivation and ability. The work performed by employees can be described as their performance, which can be evaluated in terms of quantity and quality. These results can be evaluated strategically to ensure whether they are in accordance with the goals, vision, and mission that have been set.

4. Hypothesis Development

1. Effect of Job Rotation on Employee Performance

With job rotation, each employee has the ability to complete each task, reducing seniority and giving employees the knowledge and skills they need to achieve higher quality results. Research results Hadian

(2019);Wyk et al. (2018);Warsi (2019) found that job rotation has a positive effect on employee performance. Based on these findings, the researcher makes the following hypothesis:

H₁ : Job Rotation affects employee performance at PT.Indomarco Prismatama

2. Effect of Work Team on Employee Performance

Employee performance is directly influenced by the work team, this supports research from (Salman, 2016), (Ahmad, 2017), (Abdulle & Aydintan, 2019). The work team has an indirect or insignificant effect on employee performance, this research is in line with researchers (Mcewan et al., 2017). Based on these findings, researchers hypothesize as follows:

H₂ : Teamwork affects employee performance at PT.Indomarco Prismatama

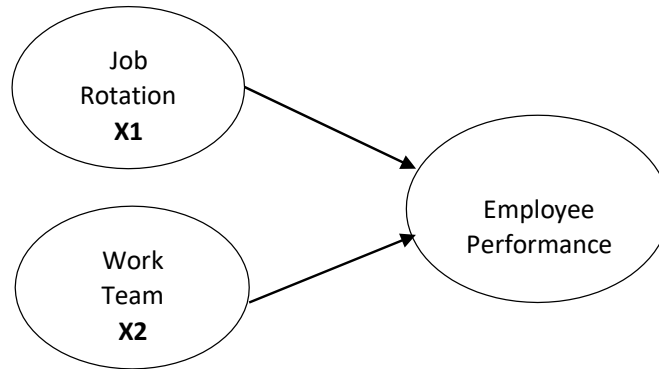


Figure 1. Conceptual framework

II. METHODS

A. Type of Research

In this study, a quantitative method was used. The quantitative method is used because the data used in this research is angka, which will eventually become the object of statistical data for analysis. The purpose of this research is to test or try hypotheses, as well as to find out how the relationship between variables interact with each other where measurable and objective, this method can generally be used. This research was conducted at PT Indomarco Prismatama which is located in Karang-Karangan, Bua sub-district, Luwu Regency. This study aims to determine how the influence of job rotation, and work teams have an impact on employee performance.

B. Data Collection Sources and Methods

This study uses primary data that can be obtained through the preparation of questionnaires and distributing them to all employees of PT Indomarco Prismatama as respondents related to the research, in order to find out the effect of job rotation and work teams carried out and implemented by PT Indomarco Prismatama. In this study, the survey method was used to collect data. Oral or written questions are used to obtain information from respondents about things they know or about themselves. The scale used in the questionnaire is a Likert scale of 1-5 with the following explanation:

- Strongly Agree (SS) : 5
- Agree (S) : 4
- Undecided (R) : 3
- Disagree (TS) : 2
- Strongly Disagree (STS) : 1

Table 1 Operation Definition

No.	Variables	Operational Definition
1	Job Rotation (X1)	<i>The shifting of workers from one position to another is called job rotation in this study. According to (Mourdoukoutas & Roy, 1994), organizations use job rotation as a way to achieve high performance or performance. They also said that job rotation is a shift between employees in an organization where this shift does not last forever.</i>
2	Work Team (X2)	<i>Teamwork is an activity undertaken by two or more people to communicate and work together to achieve a goal. Being willing to work together, showing positive expectations, valuing input, providing encouragement, and fostering group spirit are signs of teamwork.</i>
3	Employee Performance (Y)	<i>Employee performance is the result of employee work during a certain period of time and in accordance with established standards and measures. The amount of work, timeliness, attendance, and cooperation skills are indicators of employee performance.</i>

C. Data Analysis Method

After the data selection and collection stage in the research, the data testing process includes analyzing the research data. The following is the data analysis method used in this research:

1. Descriptive Statistics

Descriptive statistical analysis is a data analysis method that aims to provide an explanation or description of the variables in the data using mean, standard deviation, maximum, and minimum.

2. Data Quality Test

The quality of data used in research is highly dependent on the instruments used to collect it, the instruments used to collect data also determine the quality of the research. Validity and reliability tests were conducted on this research data.

3. Multiple Linear Regression Analysis

It is a statistical technique used to show the pattern of the relationship between the independent variable and the dependent variable. The effect of job rotation and work teams on employee performance can be identified using multiple linear regression analysis.

Multiple linear regression equation in this research:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

Y = Employee Performance

α = Constant

β_1 - β_2 = Coefficient

X1 = Job Rotation

X2 = Work Team

E = Error

D. Hypothesis Testing

Hypothesis testing is used to determine the effect of independent variables on related variables partially (T test). Probability is a term used to describe how large or small this risk is, because decisions made during hypothesis testing contain uncertainty which can mean that the decision can or cannot be made correctly. The following are the steps taken to test the hypothesis of this study:

1. F test

Basically, the F statistical test shows whether the dependent variable as a whole (bound) is influenced by each independent variable (free) in the model.

2. T test

The dependent variable, the t statistical test basically shows how much influence the independent variable has. How much influence one independent variable has on the dependent variable can be seen by using the t

test. to determine whether the independent variable (X) in a particular variable (Y) affects the individual significantly or not. Hypothesis testing steps based on partial data results in this study: If the significant value of $t \leq 0.05$, Ho is rejected and Ha is accepted, which indicates that there is a significant influence between variables X1, X2 on Y. If the significant value of $t \geq 0.05$, Ho is accepted and Ha is rejected, which indicates that variables X1, X2 have no influence on Y.

III. RESULTS AND DISCUSSION

A. Results

Data Quality Test Results

1. Data Validity Test Results

The validity test is a process used to determine whether a questionnaire is valid or not. The questionnaire is considered valid if the statement can explain the purpose of the questionnaire (Rahman & Solikhah, 2016). The validity test can be seen in the corrected item-total correlation column. Where this value will then be compared with the r value r_{table} , which is obtained at a significant value of 0.05 through a two-sided test.

The value of r_{table} is obtained through the analysis of the degree of freedom, also known as the df (degree of freedom) formula $df = n - k$ where n is the number of respondents and k is the number of independent variables used. The instrument is considered valid if the correlation value $r_{count} > r_{table}$. Conversely, if the correlation value $r_{count} < r_{table}$, the instrument is considered invalid (Astuti, 2010). Therefore, the value of $df = 41$ ($n - k = 44 - 3$) = 0.300. The following table shows the results of testing the validity of each variable.

Table 2 Validity Test Results

<i>Variables</i>	<i>Item</i>	<i>r_{count}</i>	<i>r_{table}</i>	<i>Sig</i>	<i>Description</i>
<i>Job Rotation</i>	<i>Statement X1.1</i>	<i>0,643</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X1.2</i>	<i>0,876</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X1.3</i>	<i>0,856</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X1.4</i>	<i>0,789</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X1.5</i>	<i>0,751</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X1.6</i>	<i>0,856</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
<i>Work Team</i>	<i>Statement X2.1</i>	<i>0,508</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X2.2</i>	<i>0,695</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X2.3</i>	<i>0,656</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X2.4</i>	<i>0,782</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X2.5</i>	<i>0,700</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement X2.6</i>	<i>0,699</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>

	<i>Statement Y.1</i>	<i>0,593</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement Y.2</i>	<i>0,697</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement Y.3</i>	<i>0,694</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
<i>Employee Performance</i>	<i>Statement Y.4</i>	<i>0,833</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement Y.5</i>	<i>0,469</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement Y.6</i>	<i>0,687</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>
	<i>Statement Y.7</i>	<i>0,725</i>	<i>0,300</i>	<i>0,000</i>	<i>Valid</i>

Source; Data Processed in SPSS 25

Based on the validity test processed in SPSS, it can be concluded that, the Work Rotation variable (X_1), the Work Team variable (X_2), and the Employee Performance variable (Y) resulted in all statement items for each variable being declared valid. This can be seen from the significance value for each statement on each variable $0.000 > 0.05$, so the statement is said to be valid.

2. Data Reliability Test Results

The reliability test is used to measure how reliable or reliable a questionnaire is, if a person's answer to a statement is consistent, the questionnaire is considered reliable or reliable. A statistical test is carried out by looking at the Cronbach Alpha value to determine the reliability of the variable. The criteria that can be used are as follows:

- The statement used to assess the variable is "reliable" if the *Cronbach Alpha* value is > 0.60 .
- The statement used to assess variables is "unreliable" if the *Cronbach Alpha* value is < 0.60 .

Table 2 below shows the results of the reliability test of the questionnaire used in this study:

Table 3 Reliability Test Results

<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>Reliability Limit</i>	<i>Description</i>
<i>Job Rotation (X_1)</i>	<i>0,870</i>	<i>0,60</i>	<i>Reliable</i>
<i>Teamwork (X_2)</i>	<i>0,755</i>	<i>0,60</i>	<i>Reliable</i>
<i>Employee Performance (Y)</i>	<i>0,789</i>	<i>0,60</i>	<i>Reliable</i>

Source; Data Processed in SPSS 25

The table above shows that the *Cronbach's alpha* value for the work rotation variable (0.870), work team (0.755) and employee performance (0.789) is greater than 0.60, so the question constructs to measure the level of variables in this study can be said to be reliable.

3. Model Accuracy Test

1. Determination Coefficient Test

A coefficient of determination (R^2) test close to one means that the independent variables provide almost all the information needed to predict the variation in the dependent variable. The following table shows the results of the R^2 test:

Table 4 Coefficient of Determination Results

<i>Model Summary^b</i>				<i>Std. Error of the Estimate</i>
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	
<i>1</i>	<i>.728a</i>	<i>.530</i>	<i>.507</i>	<i>.31767</i>

Source; Data Processed in SPSS 25

a. Predictors: (Constant), Teamwork, Job Rotation

b. Dependent Variable: Kwaryawan Performance

Based on the table above, it shows that the Adjusted R_{Square} value is 0.507. So it can be concluded that the effect of job rotation, work teams on employee performance is 50.7% and the remaining 49.3% is influenced by other factors outside the research model.

2. Multiple Linear Regression Analysis

To test the hypothesis of this study, the multiple linear regression method was used. The equations obtained from data processing using SPSS are shown in table 4 below:

Table 5 Multiple Linear Regression Results

<i>Coefficients^a</i>						
<i>Unstandardized Coefficients</i>			<i>Standardized Coefficients</i>			
<i>Model</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>	
<i>1</i>	<i>(Constant)</i>	<i>1.318</i>	<i>.451</i>		<i>2.920</i>	<i>.006</i>
	<i>Job Rotation</i>	<i>.146</i>	<i>.082</i>	<i>.201</i>	<i>1.567</i>	<i>.083</i>
	<i>Work Team</i>	<i>.553</i>	<i>.098</i>	<i>.638</i>	<i>5.644</i>	<i>.000</i>

a. Dependent Variable: Kwaryawan Performance

Source; Data Processed in SPSS 25

The above data can be made into multiple linear regression equations as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Employee Performance

a = Constant

$\beta_1 - \beta_2$ = Coefficient

X1 = Job Rotation

X2 = Work Rotation

e = Error

So it can be written as follows:

$$Y = 1.318 + 0.146 + 0.553 + e$$

By considering each coefficient value in the multiple linear regression equation mentioned earlier, the researcher can draw the following conclusions:

1. The constant has a positive value of 1.318, which indicates that if the work rotation variable, the work team is considered 0, the employee performance value is 1.318.

2. The job rotation variable has a coefficient of 0.146, which means that if the value of the job rotation variable increases by 1 point, employee performance will increase by 0.146.
3. The work team variable has a coefficient of 0.553, which means that if the value of the work team variable increases by 1 point, employee performance will increase by 0.553.

4. Hypothesis Test

1. T test

Assuming that there are additional constant independent variables, the individual parameter significance test, or t-statistic test, aims to determine whether there is an effect between the individual variables and the independent variables. The examination criteria are as follows:

- 1) If $t_{count} > t_{tabel}$ or $p\text{-value (sig)} < \alpha$ (0.05) then H_o is rejected and H_a is accepted. So that the independent variable individually affects the dependent variable.
- 2) If $t_{count} < t_{tabel}$ or $p\text{-value (sig)} > \alpha$ (0.05) then H_o is accepted and H_a is rejected. So that the independent variable individually has no effect on the dependent variable.

Table 6 Hypothesis Test Results

No.	Model	Coefficient	T count	Significance	Description
1	(Constant)	1,318	2,929	0,006	
2	Job Rotation (X1)	0,146	1,567	0,083	Rejected
3	Work Team (X2)	0,553	5,644	0,000	Accepted

Dependent Variable: Employee Performance F count:
23,080

F Significance: 0,000

$\alpha = 0,05$

Source; Data Processed in SPSS 25

The t test is used to prove the hypothesis, and the results can be seen from the coefficients table in the t and sig columns. The t value in this table is 1.684 (df = 37 (n-k-1 = 40-3-1)), with a significant 0.05. The t test results can be explained in table 5 with a significant test as follows:

- 1) The significant value of job rotation on employee performance is 0.083, so it is not significant above 0.05. The t_{count} value of $1.567 < 1.684 t_{tabel}$, then H_1 is rejected, so the work rotation variable has no significant effect on employee performance.
- 2) The significant value of the work team on employee performance is 0.000 so that it is significantly above 0.05. The t_{count} value is $5.644 > 1.684 t_{tabel}$, then H_2 is accepted so that the work team variable has a significant effect on employee performance.

2. F test

According to (Astuti, 2010) F value is a combination analysis of independent variables to compare them with the dependent variable. According to (Astuti, 2010) to see the probability number that is considered significant is as follows:

- a. If $F_{count} < F_{tabel}$ or probability > 0.05 , then the parameter β is not feasible in the model.
- b. If $F_{count} > F_{tabel}$ or probability < 0.05 , then the parameter β is feasible in the model.

Based on table 5 above shows that, the value of F_{count} is greater than the value of F_{tabel} which is $23.080 > 3.226$ and the value (df N1 = k-1 = 3-1 = 2) and (df N2 = n-k = 44-3 = 41) or significant is less than 0.05, namely 0.000 < 0.05. So it can be concluded that the work rotation variable, the work team has a significant effect on employee performance.

B. Discussion

1. The Effect of Job Rotation on Employee Performance

The results of testing the first hypothesis of this study show that job rotation has a t_{count} value $< t_{tabel}$ which is $1.567 < 1.684$ and a significant value of $0.083 > 0.005$ so that H_1 is rejected. Therefore, this study shows that there is no significant relationship or effect between job rotation and employee performance. In other words, the worse the job rotation given by the company to its employees, the worse the employee performance will be.

Sometimes, the working relationship between an employee and another employee in one division is colored by a sense of kinship, which can make an employee feel comfortable and increase his motivation to work. With the rotation of employees, it can reduce communication between employees because employees prefer to work with old people (Megantara et al., 2019).

The results of this study are supported by previous research (Setiadi et al., 2021) found that the job rotation system cannot improve employee skills and knowledge while reducing boredom and boredom. Because he has many tasks, employees do not feel challenged anymore and are not eager to return to work. The same results from research (Anggraini, 2023) which states that job rotation has a negative effect on employee performance. This researcher is not in line with previous research such as (Ariani et al., 2020). So when job rotation increases, employee performance will decrease.

2. The Effect of Work Team on Employee Performance

The results of testing the second hypothesis of this study show that the work team variable has a t_{count} value $< t_{tabel}$ which is $5.664 > 1.684$ and a significant value of $0.000 < 0.005$ with a positive value, so the work team on employee performance is influential and significant, so H_2 is accepted. The results showed that a high work team can improve employee performance.

This relationship shows that when team members trust each other, there is no close supervision. Thus, fellow team members do not feel suspicious when completing tasks according to the job description. The results of this study are supported by previous research (Manzoor et al., 2011), stating that there is a significant positive impact of teamwork on employee performance. In addition, this study supports researchers (Pratiwi & Nugrohoseno, 2018) which states that work teams have a significant impact on employee performance. So it can be concluded that a work team that can be well established can improve employee performance.

IV. CONCLUSION

This study aims to determine whether job rotation, and work teams affect employee performance. Based on the data collected and the results that have been tested using hypothesis testing, it can be concluded that job rotation has no positive and insignificant effect on employee performance at PT. Indomarco Prismatama, which means that the lower the job rotation, the worse the employee performance will be. The work team has a positive and significant effect on employee performance. This shows that a strong work team can improve employee performance at PT Indomarco Prismatama. This means that the quality of work results is determined by how well and effectively cooperation is carried out.

Based on analysis, observations, and questionnaire results, this study suggests maintaining and improving the job rotation system that helps employee performance. Employees are expected to always try to improve their work teams so that they can complete their tasks well. These suggestions will encourage employees to continue to improve their performance and feel satisfaction with their work, which in turn will result in an increase in their performance. In this study, there are only two variables that affect employee performance, namely job rotation and work teams. However, many other variables can affect employee performance, such as competence, work discipline, organizational commitment, motivation, and work environment.

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