

The Effect of Job Satisfaction, Job Rotation, and Work Motivation on Employee Performance at PT. Bank Gunung Sewu Jakarta Branch

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ABSTRACT

One of the important issues faced by the company's leaders is how to increase the productivity of its employees with good performance so that the company can achieve the goals to be achieved. Employee performance plays a very important, because the reciprocation of a company is highly dependent on whether or not the optimal performance of employees. To improve the performance of its employees, a company must first overcome the problems encountered, such as eliminating boredom, puts employees at the most appropriate position, and provide support to employees who experience a decrease in performance. This study aimed to analyze the influence of job satisfaction, the rotational position and work motivation, either partially or simultaneously, against the performance of employees of PT. Gunung Sewu Bank Jakarta Branch. This study uses a quantitative approach and techniques of data collection is done through a questionnaire distributed to 44 respondents who are all employees of PT. Gunung Sewu Bank Jakarta Branch. The sampling technique used is total sampling. The analysis used in this study is simple and multiple linear regression, simple and multiple correlation, coefficient of determination and t test and F test Research shows that job satisfaction has a positive and significant influence amounted to 74.9%, the rotational position has a positive effect of 71.5% and a positive effect on work motivation and a significant 74.3%. Similarly together, these three independent variables are positive and significant influence amounted to 80.0%. Results of this study prove that hypothesis H_a accepted and proven linear.

Keywords: Job Satisfaction, Job Rotation, Work Motivation

JEL Classifications: JEL Classifications codes.

1. INTRODUCTION

Research Background

One of the primary challenges faced by organizations is improving employee productivity through optimal performance in order to achieve organizational goals. Employee performance is inherently individual, as each employee possesses different capabilities in completing tasks. Nevertheless, individual performance collectively contributes to overall organizational effectiveness.

Employee performance plays a critical role in determining organizational success. To enhance performance, organizations must address various issues such as job boredom, inappropriate job placement, and lack of support for employees experiencing declining performance. Based on preliminary observations at PT. Bank Gunung Sewu Jakarta Branch, employee performance has shown a fluctuating trend.

Interviews with management indicate that performance issues originate from both external and internal factors. External factors include low job satisfaction and insufficient motivation, while internal factors include boredom due to repetitive work, low commitment, poor discipline, and high absenteeism. Quantitative data show that the average absenteeism rate reached 3.2% per month, exceeding the company target of 1.0%. High absenteeism reflects job dissatisfaction and may lead to decreased employee performance (Stephen P. Robbins, 2006).

In addition, employee performance appraisal data from 2011 to 2014 indicate a decline in high-performance ratings and fluctuations in lower performance categories. This suggests that employee performance has not yet met organizational expectations.

Job satisfaction is considered a key determinant of employee performance. Employees who experience high job satisfaction tend to demonstrate better performance, whereas those with low satisfaction are more likely to delay tasks, exhibit negative attitudes, and produce suboptimal results. Job satisfaction arises when employees' needs and expectations are fulfilled, while dissatisfaction occurs when these expectations are not met.

Another important factor influencing performance is job rotation. Repetitive and monotonous work can lead to boredom, which reduces motivation and work enthusiasm. Job rotation is therefore necessary to enhance employee skills, adaptability, and engagement, ultimately improving performance.

Furthermore, declining employee performance is also reflected in increasing customer

complaints, such as slow service, unfriendly staff behavior, and inefficient service processes. This indicates the need for improved managerial practices, particularly in enhancing employee motivation.

Motivation is a crucial factor in driving employee performance. It is defined as a process of encouraging employees to work effectively and efficiently toward organizational goals (Murti & Srimulyani, 2013). Empirical studies show that work motivation has a positive and significant relationship with employee performance (Zammer et al., 2014). In addition, organizational success depends on the ability of leaders to motivate, direct, and communicate effectively with employees (Kadarisman, 2013).

Based on these considerations, there is a strong interrelationship between job satisfaction, job rotation, and work motivation in influencing employee performance. Therefore, this study aims to analyze the effect of these variables on employee performance at PT. Bank Gunung Sewu Jakarta Branch.

Problem Identification

The problems identified in this study include:

- Low job satisfaction affecting employee performance
- Ineffective job rotation practices
- Lack of work motivation
- High absenteeism rates
- Negative employee attitudes toward work
- Monotonous job characteristics
- Low work discipline
- Insufficient employee competencies

Research Scope

This study focuses on three main variables:

- Job Satisfaction
- Job Rotation
- Work Motivation

Research Questions

The research questions are formulated as follows:

- Does job satisfaction influence employee performance?
- Does job rotation influence employee performance?
- Does work motivation influence employee performance?
- Do job satisfaction, job rotation, and work motivation simultaneously influence employee performance?

Research Objectives

This study aims to:

- Analyze the effect of job satisfaction on employee performance
- Examine the effect of job rotation on employee performance
- Evaluate the effect of work motivation on employee performance
- Determine the simultaneous effect of job satisfaction, job rotation, and work motivation on employee performance

Research Contributions

This study is expected to provide:

- **Managerial insights** for improving performance through job satisfaction, rotation, and motivation strategies
- **Practical benefits** for employees to enhance their performance
- **Social value** in evaluating service quality from an employee performance perspective

2. LITERATURE REVIEW

2.1 Employee Performance

2.1.1 Definition of Performance

Employee performance refers to the results achieved by employees within a specific period, reflecting actual work behavior aligned with organizational roles and expectations. Performance is commonly evaluated based on predetermined standards and targets set by the organization. According to Victor Vroom (as cited in Fred Luthans, 2006), performance represents the level of success in completing tasks (level of performance), where higher levels indicate greater productivity. Similarly, Ambar Teguh Sulistiyani (2003) argues that performance is a combination of ability, effort, and opportunity, while Malayu S.P. Hasibuan (2003) defines performance as work outcomes achieved based on skills, experience, seriousness, and time.

Employee performance encompasses three main components: (1) **goals**, which guide expected work behavior; (2) **measurement**, which evaluates whether performance meets quantitative and qualitative standards; and (3) **evaluation**, which ensures alignment between employee performance and organizational objectives.

2.1.2 Performance Criteria

According to Cardoso F. Gomes (2005), employee performance can be assessed through several criteria, including:

- Quantity of work
- Quality of work
- Job knowledge
- Creativity
- Cooperation
- Dependability
- Initiative
- Personal qualities

These indicators provide a comprehensive evaluation of both technical and behavioral aspects of employee performance.

2.1.3 Factors Affecting Employee Performance

Employee performance varies across individuals even within the same work environment. According to As'ad (1991), performance differences are influenced by individual factors and work situations. Furthermore, Keith Davis (as cited in Anwar Prabu Mangkunegara, 2000) identifies two key determinants:

- **Ability Factor:** Includes both intellectual capacity (IQ) and educational background, emphasizing the importance of proper job placement.
- **Motivation Factor:** Refers to employees' attitudes toward work situations, which drive them to achieve organizational goals.

These factors highlight that both competence and motivation are essential in achieving optimal performance.

2.1.4 Employee Performance Appraisal

Performance appraisal is a systematic process used to evaluate employee performance and support managerial decision-making. According to Hani T. Handoko (2004), performance appraisal involves planning and controlling work processes to ensure alignment with organizational goals, as well as evaluating past performance to predict future outcomes.

Performance appraisal can be categorized into three approaches:

- **Result-based appraisal** (based on measurable targets)
- **Behavior-based appraisal** (based on work-related behaviors)
- **Judgment-based appraisal** (based on qualitative assessments such as quality, initiative, and integrity)

Additionally, Sudarmanto (2009) proposes four dimensions of performance evaluation: quality, quantity, time utilization, and teamwork. Meanwhile, John H. Bernardin and E.A. Russell (1998) emphasize criteria such as quality, quantity, timeliness,

supervision needs, and interpersonal impact. Overall, performance appraisal is essential for improving organizational effectiveness by providing feedback and guiding employee development.

2.1.5 Objectives and Benefits of Performance Appraisal

According to Suryadi Prawirosentono (1999), performance appraisal serves as a basis for managerial decisions such as promotion, demotion, termination, compensation, and employee placement.

Furthermore, performance appraisal provides several benefits. As stated by Hani T. Handoko (2000), these include:

- Improving employee performance through feedback
- Supporting compensation adjustments
- Assisting placement and promotion decisions
- Identifying training and development needs
- Supporting career planning
- Evaluating HR policies and job design

In addition, effective performance appraisal enhances employee motivation, reduces performance deviations, and helps employees understand their roles in achieving organizational goals. Therefore, performance appraisal is a critical tool for ensuring both individual and organizational success.

2.2 Job Satisfaction

2.2.1 Definition of Job Satisfaction

Job satisfaction is one of the key factors influencing employee performance. It generally refers to an employee's attitude toward their job and consists of multiple dimensions, either representing overall job attitudes or specific aspects of work. Job satisfaction can change dynamically and therefore requires continuous attention. According to Veithzal Rivai (2004), job satisfaction is an employee's evaluation of how far their job fulfills their needs. Similarly, Stephen P. Robbins (2006) defines job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. Employees with high job satisfaction tend to demonstrate positive behaviors such as discipline and timely task completion, whereas dissatisfied employees often exhibit negative attitudes and reduced performance. Furthermore, Robert L. Mathis and John H. Jackson (2009) describe job satisfaction as a positive emotional state resulting from work experience evaluation, where satisfaction occurs when expectations are fulfilled and dissatisfaction arises when they are not.

Overall, job satisfaction can be understood as an employee's perception of their job and the extent to

which it meets their expectations. It plays a crucial role in fostering harmonious relationships within the organization and improving employee performance.

2.2.2 Job Satisfaction Theories

According to Wibowo (2009), job satisfaction theories explain the underlying processes that shape employees' feelings toward their work. Two major theories include:

- **Two-Factor Theory**

This theory distinguishes between motivators and hygiene factors. Motivators (e.g., achievement, recognition, job characteristics, and promotion opportunities) lead to job satisfaction, whereas hygiene factors (e.g., working conditions, salary, supervision, and interpersonal relations) prevent dissatisfaction.

- **Value Theory**

This theory emphasizes that job satisfaction depends on the extent to which job outcomes meet individual expectations. The smaller the gap between expected and actual outcomes, the higher the level of satisfaction.

In addition, Robert Kreitner and Angelo Kinicki (2005) highlight that job satisfaction is associated with several variables, including motivation, job involvement, organizational commitment, absenteeism, turnover, stress, and job performance. Job satisfaction is positively related to motivation and performance, while negatively related to absenteeism and turnover.

Furthermore, Ayunda Fatmasari (2014) states that job satisfaction is individual in nature, meaning each employee experiences different levels of satisfaction depending on personal values and expectations.

To improve job satisfaction, Jerald Greenberg and Robert A. Baron (as cited in Wibowo, 2009) suggest several strategies:

- Designing enjoyable and meaningful jobs
- Ensuring fair compensation systems
- Matching employees with suitable roles
- Reducing monotonous and repetitive tasks

2.2.3 Factors Affecting Job Satisfaction

According to Stephen P. Robbins (2006), four main factors influence job satisfaction:

- **Mentally Challenging Work:** Jobs that allow employees to use their skills and provide autonomy and feedback

- **Fair Rewards:** Compensation systems perceived as equitable and aligned with expectations
- **Supportive Working Conditions:** Comfortable and safe work environments
- **Supportive Colleagues:** Positive social interactions and supportive leadership

Additionally, Anwar Prabu Mangkunegara (2002) identifies two categories of factors:

- **Individual Factors:** Intelligence, skills, age, education, experience, personality, and attitudes
- **Job Factors:** Job type, organizational structure, supervision quality, financial security, promotion opportunities, and social relationships

These factors collectively determine the level of job satisfaction experienced by employees and ultimately influence their performance within the organization.

2.3 Job Rotation

2.3.1 Definition of Job Rotation

Job rotation is one of the human resource management development functions aimed at reducing boredom caused by repetitive work and improving employee performance. It involves the systematic movement of employees across different positions within an organization to optimize the utilization of human resources. According to Malayu S.P. Hasibuan (2003), job rotation refers to the transfer of employees to different positions at the same level within the organization. Similarly, Siswanto Sastrohadiwiryo (2003) defines it as the transfer of duties and responsibilities to enhance job satisfaction and performance.

Furthermore, Marihot Tua Effendi Hariandja (2006) states that job rotation is a horizontal movement aimed at increasing employees' knowledge and skills, while Stephen P. Robbins (2006) emphasizes its role in reducing boredom and enhancing motivation through task variety. Thus, job rotation can be understood as a periodic horizontal transfer designed to enrich employee experience, reduce monotony, and improve work performance.

2.3.2 Principles and Objectives of Job Rotation

According to Malayu S.P. Hasibuan (2003), the principle of job rotation is placing employees in positions that match their competencies to improve productivity and motivation. Meanwhile, Bambang Wahyudi (2002) explains that the general objective of job rotation is to enhance organizational efficiency and effectiveness.

More specifically, job rotation aims to:

- Create balance between workforce and job positions
- Provide career development opportunities
- Expand employees' knowledge and experience
- Reduce boredom and job monotony
- Serve as a reward mechanism for high-performing employees
- Encourage healthy competition
- Function as a corrective or disciplinary tool

These objectives indicate that job rotation is not only a development strategy but also a managerial tool for improving employee engagement and organizational performance.

2.3.3 Basis of Job Rotation

The implementation of job rotation should be based on clear and objective considerations. Malayu S.P. Hasibuan (2003) identifies three main approaches:

- Merit system (based on performance and objective evaluation)
- Seniority system (based on tenure and experience)
- Spoil system (based on personal preferences)

Additionally, Siswanto Sastrohadiwiryo (2003) emphasizes principles such as "the right man in the right job," organizational policy alignment, performance-based competition, and coordination in implementation. Among these, the merit system is considered the most effective approach as it promotes fairness, discipline, and productivity.

2.3.4 Methods of Job Rotation Implementation

Job rotation can be implemented through two main approaches Malayu S.P. Hasibuan (2003):

- Non-scientific approach: Based on subjective factors such as tenure, certificates, or organizational budget, often lacking objective standards
- Scientific approach: Based on job analysis, actual organizational needs, objective criteria, and accountability

The scientific approach is preferred as it ensures that job rotation aligns with organizational goals and employee competencies.

2.3.5 Causes and Reasons for Job Rotation

Job rotation can occur due to employee or organizational needs. According to Malayu S.P. Hasibuan (2003), rotation may be initiated by employees due to health, family, or interpersonal issues. On the other hand, organizations may implement job rotation to improve productivity, align employee competencies with job requirements, or address disciplinary issues.

Similarly, Gouzali Saydam (2005) explains that job rotation may also be driven by organizational changes, work environment conditions, or the need to reduce employee boredom.

2.3.6 Scope of Job Rotation

According to Bambang Wahyudi (2002), job rotation includes:

- Transfer of location (tour of area)
- Transfer of position (tour of duty)
- Rehabilitation (return to previous position after assignment)

These forms highlight that job rotation can occur across locations, roles, or assignments while maintaining the same hierarchical level.

2.3.7 Measurement of Job Rotation

Job rotation can be measured based on several dimensions, including experience, knowledge, organizational needs, performance, and responsibility. Employees' readiness for rotation depends on their competence and ability to adapt to new roles.

Additionally, Marihot Tua Effendi Hariandja (2005) states that job rotation may also be used to address workforce shortages within the organization. Meanwhile, Winardi (2004) emphasizes responsibility as a key factor in determining whether an employee is suitable for rotation.

Furthermore, Jaime Ortega (as cited in Mansur, 2009) identifies employee ability, knowledge, and job boredom as key indicators in measuring job rotation effectiveness.

2.4 Work Motivation

2.4.1 Definition of Work Motivation

Work motivation is a crucial factor in enhancing employee performance, as it drives individuals to exert their best abilities in achieving organizational goals. Motivation arises when employees' needs are fulfilled, creating an internal drive that directs behavior toward goal achievement. Therefore, motivated employees are more likely to improve their performance in alignment with both personal and organizational objectives.

Motivation originates from the concept of "motive," which refers to an internal or external drive that encourages individuals to act. According to Fuad Mas'ud (2004), motivation is an internal force that stimulates individuals to take action. Similarly, Robert Kreitner and Angelo Kinicki (2001) define motivation as a psychological process that energizes and directs behavior toward goal attainment.

Furthermore, McClelland, as cited in Hani T. Handoko (2004), explains that motivation is a condition that drives employees toward achieving

organizational goals, indicating a positive relationship between achievement motivation and performance. Meanwhile, Veithzal Rivai (2004) defines motivation as the willingness of individuals to exert effort to achieve predetermined goals.

Additionally, Kadarisman (2013) conceptualizes motivation as a cycle consisting of needs, drives, and goals. When needs arise, they trigger internal drives that direct behavior toward achieving specific goals, thereby shaping employee performance within an organization.

2.4.2 Motivation Theories

Several classical and modern theories explain how motivation influences employee behavior and performance. According to Malayu S.P. Hasibuan (2006), key motivation theories include:

Frederick Taylor's Classical Theory

This theory assumes that employees are primarily motivated by economic needs. Workers are driven to perform better when financial rewards such as wages and incentives fulfill their basic physiological needs.

Abraham Maslow's Hierarchy of Needs

Maslow's theory suggests that human needs are structured hierarchically, ranging from physiological needs to self-actualization. Employees are motivated to work as they strive to fulfill these needs sequentially, including physiological, safety, social, esteem, and self-actualization needs.

Frederick Herzberg's Two-Factor Theory

Herzberg distinguishes between hygiene factors (such as salary, working conditions, and supervision) and motivator factors (such as achievement, recognition, and responsibility). Hygiene factors prevent dissatisfaction, while motivators enhance satisfaction and performance.

McClelland's Theory of Needs

McClelland identifies three key motivational drivers: the need for achievement (n-ach), the need for power (n-pow), and the need for affiliation (n-affil). These needs influence how individuals behave and perform in organizational settings, particularly in achieving goals and maintaining social relationships.

2.4.3 Types of Work Motivation

Work motivation can be categorized into intrinsic and extrinsic motivation. According to A.M. Sardiman (2005), intrinsic motivation originates from

within the individual, driven by personal satisfaction and internal desires to achieve. This type of motivation is considered more sustainable and impactful on performance.

In contrast, extrinsic motivation comes from external factors such as rewards, incentives, or punishments. While it can be effective in the short term, it is often less sustainable compared to intrinsic motivation.

Additionally, Malayu S.P. Hasibuan (2006) classifies motivation into positive motivation (e.g., rewards, incentives, and benefits) and negative motivation (e.g., sanctions or pressure). Effective management requires a balanced use of both approaches depending on situational needs and individual characteristics.

2.4.4 Driving Factors of Work Motivation

Motivation is influenced by several key driving elements. According to Siswanto Sastrohadiwiryono (2003), these include achievement, recognition, challenges, responsibility, development, and opportunities.

Achievement motivates individuals to reach specific goals, while recognition provides psychological satisfaction that reinforces performance. Challenges stimulate employees to overcome difficulties and enhance their capabilities. Responsibility fosters a sense of ownership, encouraging employees to contribute more actively.

Moreover, opportunities for development and career advancement serve as strong motivators, as employees are more likely to perform well when they perceive growth prospects within the organization.

2.5 Previous Studies

Previous studies provide empirical support for the relationship between job satisfaction, job rotation, motivation, and employee performance.

Zameer et al. (2014) found a positive and significant relationship between job satisfaction and employee performance in the beverage industry in Pakistan, using regression analysis with SPSS. Similarly, Mohsan, Nawaz, and Khan (2012) demonstrated that job rotation significantly improves employee performance in the banking sector.

Furthermore, Broni (2012) revealed that low salaries and lack of motivation are key factors contributing to poor organizational performance, highlighting the importance of motivation as a determinant of employee productivity.

2.6 Conceptual Framework and Hypotheses

2.6.1 Conceptual Framework

The conceptual framework of this study illustrates the relationship between job rotation and work motivation as independent variables, job

satisfaction as a moderating variable, and employee performance as the dependent variable. This framework explains how these variables interact in influencing employee performance within the organization.

2.6.2 Research Hypotheses

Job Satisfaction and Employee Performance

Job satisfaction plays a critical role in shaping employee attitudes toward their work. Employees with high job satisfaction tend to demonstrate positive behavior, discipline, and timely task completion, which ultimately enhances performance. Conversely, low job satisfaction leads to negative behavior and reduced productivity.

3. Research Methodology

This study was conducted at PT. Bank Gunung Sewu, Jakarta Branch, a financial institution established in 1998 and headquartered in Surabaya. The company operates in the banking sector by providing financial services such as fund collection, credit distribution, and investment products for both corporate and individual clients. With approximately 1,000 employees across 22 major cities, the organization emphasizes professional human resource management and good corporate governance in delivering high-quality banking services.

The research was carried out in July 2015 and focuses on examining the relationship between job satisfaction, job rotation, work motivation, and employee performance. The variables in this study consist of job satisfaction (X1), job rotation (X2), work motivation (X3), and employee performance (Y). Job satisfaction is defined as a positive emotional state resulting from an evaluation of one's job (Stephen P. Robbins, 2006), measured through indicators such as challenging work, fair rewards, supportive working conditions, and supportive colleagues. Job rotation refers to the systematic transfer of employees to different positions to enhance skills and satisfaction, measured by experience, knowledge, organizational needs, performance, and responsibility. Work motivation is defined as a psychological process that drives employees toward achieving organizational goals (McClelland in Hani T. Handoko, 2004), with indicators including the need for achievement, power, and affiliation. Employee performance is defined as the result of work achieved based on ability, effort, and responsibility (Malayu S.P. Hasibuan, 2003), measured through quality, quantity, time utilization, and teamwork (Sudarmanto, 2009). All variables were measured using a Likert scale with interval data.

The population of this study consists of 46 permanent employees of PT. Bank Gunung Sewu, Jakarta Branch, excluding outsourced workers. Referring to Sekaran (2006) and Ferdinand (2006), population represents a group of individuals sharing similar characteristics relevant to the research. This study applies a census (total sampling) method, where all members of the population are included as respondents to ensure comprehensive and accurate data representation.

Data collection was conducted using both primary and secondary sources. Primary data were obtained through interviews and structured questionnaires based on a Likert scale ranging from strongly disagree (1) to strongly agree (5) (Ghozali, 2006). Secondary data were collected from company documents, literature reviews, and online sources to support the analysis.

The data analysis method includes both descriptive and inferential statistical techniques. Instrument testing consists of validity and reliability tests. Validity is assessed using Pearson Product Moment correlation, while reliability is measured using Cronbach's Alpha, where a value above 0.50 indicates acceptable reliability (Nunnally in Ghozali, 2011). Furthermore, classical assumption tests such as multicollinearity, heteroscedasticity, and normality are conducted to ensure that the regression model meets statistical requirements (Ghozali, 2011).

Hypothesis testing is performed using regression analysis. Simple regression is used to examine the effect of each independent variable on employee performance, while multiple regression is used to analyze the simultaneous influence of all independent variables. The regression model is expressed as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

The coefficient of determination (Adjusted R^2) is used to measure how much variation in employee performance can be explained by the independent variables (Santoso, 2000). Partial effects are tested using the t-test, while simultaneous effects are tested using the F-test at a significance level of 0.05 to determine the overall fit and significance of the model.

4. Results and Discussion

4.1 Descriptive Analysis

Descriptive Analysis of Respondents

Data collection in this study was carried out through the direct distribution of questionnaires to respondents. A total of 46 questionnaires were distributed and all were returned, resulting in a 100%

response rate. The data collection process took place from July 28 to August 28, 2015. The respondents consisted of permanent employees of PT. Bank Gunung Sewu, Jakarta Branch.

Based on gender, the respondents were predominantly male, totaling 28 individuals (60.9%), while female respondents accounted for 18 individuals (39.1%). This indicates that the workforce in the organization is slightly dominated by male employees. Based on age, the majority of respondents were between 30–39 years old, totaling 24 individuals (52.1%). Respondents aged 20–29 years accounted for 10 individuals (21.7%), while those above 39 years old totaled 14 individuals (30.4%). This distribution shows that most employees are in a productive and mature working age group.

Based on educational background, most respondents held a bachelor's degree (S1), totaling 14 individuals (30.4%). Other educational levels included high school (4.3%), diploma I (8.7%), diploma III (19.6%), and master's degree (13%). This indicates that the workforce generally has a relatively strong educational background.

Descriptive Analysis of Research Variables

Descriptive statistical analysis was conducted to provide an overview of the data distribution, including mean, median, mode, and standard deviation for each variable: job satisfaction, job rotation, work motivation, and employee performance.

The results show that job satisfaction (X1) has a mean of 33.93 with a standard deviation of 4.03, job rotation (X2) has a mean of 36.10 with a standard deviation of 4.45, work motivation (X3) has a mean of 33.97 with a standard deviation of 4.12, and employee performance (Y) has a mean of 35.47 with a standard deviation of approximately 4.39.

These results indicate that all variables fall within relatively high average values, suggesting that respondents generally perceive job satisfaction, job rotation, motivation, and performance positively.

Distribution of Job Satisfaction (X1)

The frequency distribution analysis shows that most responses fall within the interval range of 34–40, accounting for 51.6% of respondents, followed by 48.4% in the interval 28–33. No responses were recorded in the lower intervals. This indicates that job satisfaction among employees is categorized as high or "good," as most responses are concentrated in the upper score range.

Distribution of Job Rotation (X2)

For job rotation, the majority of responses (71.4%) fall within the interval 34–40, followed by 26.4% in the interval 28–33, and only 2.2% in the

lower interval. This suggests that employees perceive job rotation practices in the organization positively and consider them effective in supporting their work experience.

Distribution of Work Motivation (X3)

The distribution of work motivation shows that 66% of responses are in the interval 34–40, while 44% fall within the interval 28–33. No responses were found in the lower intervals. This indicates that employees generally have a high level of motivation, reflecting strong internal and external driving factors in their work.

Distribution of Employee Performance (Y)

The analysis of employee performance reveals that 71.4% of responses are in the highest interval (34–40), while 28.6% fall within the interval 28–33. This suggests that employee performance is perceived as high, indicating that employees are able to perform their duties effectively and efficiently.

4.2 Validity and Reliability Testing

Validity Test

Validity testing was conducted to determine whether the questionnaire items accurately measure the intended variables. The analysis used the Pearson Product Moment correlation method with the help of SPSS software. The results show that all questionnaire items across the four variables—job satisfaction, job rotation, work motivation, and employee performance—have correlation values (r-count) greater than the r-table value (0.291) at a 5% significance level.

Specifically, all items for job satisfaction (X1), job rotation (X2), work motivation (X3), and employee performance (Y) were found to be valid, indicating that the instrument is appropriate for further analysis.

Reliability Test

Reliability testing was conducted using Cronbach's Alpha to measure the internal consistency of the instrument. The results show that all variables have Cronbach's Alpha values above 0.50, with job satisfaction at 0.867, job rotation at 0.843, work motivation at 0.909, and employee performance at 0.908.

These results indicate that all measurement instruments are reliable, meaning they consistently produce stable and dependable results. Therefore, the questionnaire used in this study is considered both valid and reliable for analyzing the relationships among variables

4.3 Assumption Testing and Regression Analysis

Normality Test

The normality test was conducted using the Kolmogorov-Smirnov method to determine whether the data were normally distributed. The results show that the Asymp. Sig. (2-tailed) value is 0.677, which is greater than the significance level of 0.05. This indicates that all research variables are normally distributed and meet the assumption for further parametric analysis.

Heteroscedasticity Test

The heteroscedasticity test results indicate that the scatterplot points are randomly distributed above and below zero on the Y-axis without forming a specific pattern. Therefore, it can be concluded that there is no heteroscedasticity problem in the regression model, meaning the variance of residuals is constant.

Multicollinearity Test

The multicollinearity test was conducted by examining tolerance and Variance Inflation Factor (VIF) values. The results show that all independent variables have tolerance values greater than 0.1 and VIF values below 10. Specifically, job satisfaction (X1) has a VIF of 2.936, job rotation (X2) has a VIF of 3.360, and work motivation (X3) has a VIF of 3.493.

These findings indicate that there is no multicollinearity among independent variables, and the regression model is suitable for further analysis.

4.4 Simple Regression Analysis

Effect of Job Satisfaction (X1) on Employee Performance (Y)

The simple regression analysis between job satisfaction and employee performance produces the following equation:

$$Y = 26.289 + 0.551X1$$

This result indicates that an increase of one unit in job satisfaction leads to an increase of 0.551 in employee performance. The coefficient of determination (Adjusted R²) is 0.716, meaning that 71.6% of the variation in employee performance is explained by job satisfaction, while the remaining 28.4% is influenced by other variables.

The t-test results show that t-count (3.103) is greater than t-table (2.011) with a significance value of 0.004 < 0.05. Therefore, H₀ is rejected and H₁ is accepted, indicating that job satisfaction has a positive and significant effect on employee performance.

Effect of Job Rotation (X2) on Employee Performance (Y)

The regression equation for job rotation is:

$$Y = 27.894 + 0.535X2$$

This implies that every increase of one unit in job rotation improves employee performance by 0.535. The Adjusted R² value is 0.646, meaning that

64.6% of employee performance is explained by job rotation.

The t-test shows that t-count (2.639) > t-table (2.011) with a significance value of 0.013 < 0.05. Thus, H_0 is rejected, confirming that job rotation has a positive and significant effect on employee performance.

Effect of Work Motivation (X3) on Employee Performance (Y)

The regression equation for work motivation is:

$$Y = 24.038 + 0.604X3$$

This indicates that a one-unit increase in work motivation increases employee performance by 0.604. The Adjusted R^2 value is 0.703, meaning that 70.3% of employee performance is explained by work motivation.

The t-test results show that t-count (2.109) > t-table (2.011) with a significance value of 0.004 < 0.05. Therefore, H_0 is rejected, indicating that work motivation has a positive and significant effect on employee performance.

4.5 Multiple Regression Analysis

Multiple regression analysis was conducted to examine the simultaneous effect of job satisfaction, job rotation, and work motivation on employee performance. The regression equation is as follows:

$$Y = 27.511 + 0.323X1 + 0.317X2 + 0.304X3$$

This indicates that all independent variables positively contribute to employee performance. Among the variables, job satisfaction has the strongest standardized influence, followed by job rotation and work motivation.

Coefficient of Determination

The Adjusted R^2 value is 0.747, indicating that 74.7% of employee performance can be explained jointly by job satisfaction, job rotation, and work motivation. The remaining 25.3% is influenced by other variables not included in the model, such as leadership style, organizational culture, or work discipline.

Simultaneous Significance Test (F-test)

The F-test results show that F-count (45.176) is greater than F-table (3.195) with a significance value of 0.000 < 0.05. Therefore, H_0 is rejected, indicating that job satisfaction, job rotation, and work motivation simultaneously have a positive and significant effect on employee performance.

Correlation Analysis

The correlation results indicate strong positive relationships between variables:

- Job satisfaction and performance: 0.716 (strong)

- Job rotation and performance: 0.646 (strong)
- Work motivation and performance: 0.703 (strong)
- Combined variables and performance: 0.747 (strong)

These findings confirm that all independent variables have a meaningful contribution to improving employee performance, both individually and collectively.

4.6 Discussion

The results of this study indicate that the three independent variables—job satisfaction, job rotation, and work motivation—simultaneously have a positive and significant effect on employee performance at a significance level of $\alpha = 0.05$ at PT. Bank Gunung Sewu, Jakarta Branch. A more detailed discussion of each variable's influence is presented below.

The Effect of Job Satisfaction on Employee Performance

The findings show that job satisfaction has a positive and significant effect on employee performance. The hypothesis testing results indicate that the t-value (2.514) is greater than the t-table value (2.011), with a significance value of 0.016 < 0.05. Therefore, the null hypothesis is rejected, confirming that job satisfaction significantly influences employee performance.

The coefficient of determination (Adjusted $R^2 = 0.716$) indicates that 71.6% of employee performance is explained by job satisfaction, while the remaining 28.4% is influenced by other factors outside the model. This reflects a strong relationship between job satisfaction and performance.

These findings are consistent with previous research by Zameer et al. (2014), which also found a positive and significant relationship between job satisfaction and employee performance. Theoretically, job satisfaction plays a crucial role in enhancing employee performance, as satisfied employees are more likely to utilize their full capabilities in completing their tasks effectively (Luthans, 2006).

When employees experience satisfaction through fair compensation, appropriate job placement, and positive relationships with supervisors, they tend to demonstrate higher levels of performance. Thus, increasing job satisfaction among employees leads to improved organizational outcomes.

The Effect of Job Rotation on Employee Performance

The results indicate that job rotation has a positive and significant effect on employee performance. The t-value (2.034) exceeds the t-table

value (2.011), with a significance level of $0.036 < 0.05$, confirming that job rotation significantly influences employee performance.

The Adjusted R^2 value of 0.646 shows that job rotation explains 64.6% of the variation in employee performance, which can be categorized as a strong influence. This finding is in line with the study conducted by Mohsan, Nawaz, and Khan (2012), which also confirmed the positive impact of job rotation on performance.

From a theoretical perspective, job rotation aims to place employees in positions that match their skills and capabilities, thereby enhancing productivity (Hasibuan, 2003). It also serves to reduce job monotony, increase employee engagement, and provide broader work experience. Wahyudi (2002) further emphasizes that job rotation helps employees gain new knowledge and skills, which can boost motivation and performance.

Therefore, effective implementation of job rotation can optimize employee performance by preventing boredom and encouraging continuous development.

The Effect of Work Motivation on Employee Performance

The findings reveal that work motivation has a positive and significant effect on employee performance. The t-value (2.169) is greater than the t-table value (2.011), with a significance value of $0.026 < 0.05$, indicating that work motivation significantly influences employee performance.

The Adjusted R^2 value of 0.703 indicates that 70.3% of employee performance is explained by work motivation, demonstrating a strong relationship. This result supports the findings of Broni (2012), which identified motivation as a key factor influencing employee performance.

According to McClelland (in Handoko, 2004), motivation represents an internal driving force that directs employees toward achieving organizational goals. Employees with high motivation levels tend to exert greater effort, demonstrate persistence, and achieve better performance outcomes.

Motivation can originate from both internal and external factors, and stronger motivation leads to higher levels of effort and performance. Therefore, enhancing employee motivation is essential for improving overall organizational performance.

The Simultaneous Effect of Job Satisfaction, Job Rotation, and Work Motivation on Employee Performance

The results of the simultaneous test (F-test) show that F-count (45.176) is greater than F-table (3.195), with a significance value of $0.000 < 0.05$. This indicates that job satisfaction, job rotation, and work

motivation collectively have a positive and significant effect on employee performance.

The Adjusted R^2 value of 0.747 suggests that 74.7% of employee performance is explained by the combined influence of these three variables, while the remaining 25.3% is influenced by other factors such as leadership style, organizational culture, or work discipline. This demonstrates a strong overall model.

These findings are supported by previous studies. Naseem et al. (2011) highlight that higher job satisfaction leads to improved employee performance, as satisfied employees are more committed and willing to contribute maximally. Similarly, Saravani and Abbasi (2013) emphasize that job rotation enhances productivity, reduces stress, and increases innovation, ultimately improving performance.

Furthermore, motivation plays a critical role in driving employee behavior toward achieving organizational goals (McClelland in Handoko, 2004). Employees with higher motivation levels tend to perform better due to stronger commitment and effort.

Overall, the integration of job satisfaction, job rotation, and work motivation creates a synergistic effect that significantly enhances employee performance. Employees who are satisfied, continuously developed through rotation, and highly motivated are more likely to deliver optimal performance for the organization.

5. Conclusion and Recommendations

5.1 Conclusion

Based on the results and discussion presented in Chapter IV, several conclusions can be drawn. First, job satisfaction has a positive and significant effect on employee performance at PT. Bank Gunung Sewu, Jakarta Branch. This is evidenced by the t-value (2.514) which is greater than the t-table value (2.011), and a significance level of $0.016 < 0.05$. The coefficient of determination indicates that job satisfaction contributes 71.6% to employee performance.

Second, job rotation also has a positive and significant effect on employee performance. The results show that the t-value (2.034) exceeds the t-table value (2.011), with a significance level of $0.036 < 0.05$. The contribution of job rotation to employee performance is 64.6%, indicating a strong influence.

Third, work motivation is proven to have a positive and significant effect on employee performance. The t-value (2.169) is greater than the t-table value (2.011), with a significance level of $0.026 < 0.05$. The contribution of work motivation to employee performance is 70.3%, which reflects a strong relationship.

Finally, job satisfaction, job rotation, and work motivation simultaneously have a positive and significant effect on employee performance. This is supported by the F-value (45.176) which is greater than the F-table value (3.195), and a significance level of $0.000 < 0.05$. The combined contribution of these three variables to employee performance is 74.7%, indicating a strong overall model.

5.2 Recommendations

Based on the conclusions above, several recommendations can be proposed to improve both individual and organizational performance at PT. Bank Gunung Sewu, Jakarta Branch.

First, management should continuously monitor and improve employees' job satisfaction. This can be achieved by providing fair and competitive compensation, including salary increases, allowances, bonuses, and clear career development opportunities. Adequate compensation and recognition will enhance employees' sense of satisfaction and encourage better performance.

Second, job rotation should be implemented systematically and consistently to prevent boredom and job monotony. A well-structured rotation system can help employees develop new skills, gain broader experience, and maintain their enthusiasm at work.

Third, although employee motivation is already relatively high, it still needs to be further enhanced, particularly in terms of creating enjoyable and meaningful work experiences. This can be achieved by aligning job assignments with employees' competencies through proper assessment of skills, knowledge, education, and work experience. When employees are placed in roles that match their abilities, they are more likely to enjoy their work, leading to higher engagement and improved performance.

Overall, improving job satisfaction, implementing effective job rotation, and strengthening work motivation will collectively contribute to achieving optimal employee performance and organizational success.

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