

The Effect of Benefits, Job Rotation and Job Promotion on Employee Performance of PT X Cilegon City

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ABSTRACT

This study's objectives are to determine whether benefits, job rotation, and job promotion affect employee performance at PT X Kota Cilegon. Quantitative research methodologies were used to conduct this study. The population of the study was all employees at PT X Kota Cilegon totaling 403 employees. The probability sampling method using the Slovin formula with a 10% margin error at PT X Kota Cilegon totaling 80 respondents. A Google Forms-distributed questionnaire was used to gather data. The SPSS version 27 software was utilized as the data analysis tool in this study. This study used an instrument test to see the validity and reliability test values, and used a classical assumption test to see the normality test whether the data was normally distributed, as well as a t-hypothesis test (partial) to test the influence between variables and the f test (simultaneous) to test the influence together. The results of this study show that (1) Benefits have a positive and notable effect on employee performance, (2) Job Rotation has a positive and notable effect on employee performance, (3) Job Promotion has a positive and notable effect on employee performance.

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1. INTRODUCTION

The tighter the business competition in the era of globalization, of course, companies will be increasingly required to work more effectively and efficiently to increase competitiveness in order to maintain and sustain the company's survival. Every company has the same goal, namely to maximize the value and profit of the company, as well as to prosper employees and owners. One of the problems faced by companies in the globalization era is human resource performance.

Performance is essentially seen from two perspectives: individual employee performance and organizational performance. Employee performance in an organization is the result of individual work. On the other hand, organizational effectiveness refers to the overall effectiveness achieved by an organization. Optimizing human resources is the main focus of companies to improve business performance. Performance is the result attained by someone by completing a task according to established standards and criteria based on skills, experience, accuracy, and time. Performance refers to what an employee does or does not do. Employee performance affects how much they put up to the company. Performance can be improved by the company paying attention to promotions, demotions, and proper job rotation to maintain employee performance which is important for improving employee quality.

Employee performance consistency has a very large influence on the success of a company. Performance or performance that is straight with good results in the development of the business world. Likewise, poor performance will also have a bad impact on the company. According to Wibowo (2016), performance is the sum of one's efforts and the outcomes that come from them. Performance is what you do and how you do it. According to Mangkunegara (2005) employee performance, also known as work achievement, is the amount and quality of work that an employee completes while performing his or her assigned duties in accordance with those responsibilities.

According to Agus Dharma (2000), some standards include performance measurement methods that include three things: a) Quality of Work; namely the amount that must be completed or achieved. Quantitative measurement is based on the quantity of output produced and entails computing the output of a process or activity's execution. b) Quantity of Work; namely the quality that must be produced. Qualitative performance measures reflect the measure of satisfaction and how well the service is completed. c) Timeliness; namely the fulfillment of the timeliness needed or expected in the implementation of activities.

Ability and motivation factors are two types of characteristics that impact performance attainment. This is in line with Keith Davis's opinion in Mangkunegara (2000), namely: a) Ability Factors Psychologically, ability consists of potential ability (IQ) and reality ability (IQ + skill). This means that leaders and employees who have an IQ above average (IQ 110-120) if the supervisor's IQ, genius, thus adequate education for his position and skilled in teaching daily work, will be easier to achieve maximum performance. b) Motivation Factors Motivation refers to the attitudes of managers and employees towards working conditions in the organizational environment. Motivation refers to the attitudes of managers and employees toward working conditions in the organizational environment.

There are 5 indicators to measure individual employee performance according to Mangkunegara (2013), namely: 1) Work Quality. The degree of efficiency and effectiveness with which an individual performs work while using resources to support them is a measure of quality, which is tied to the work process and the work results. 2) Work Quantity. A worker must meet a quantity, which is a maximum limit or unit of amount, within a time frame set by the company's management. 3) Responsibility. Responsibility refers to the results of the work done, and if there is still work that does not meet management expectations, the employee must be responsible. 4) Cooperation. When an individual builds a cooperative relationship with leaders or fellow workers to do tasks collaboratively, that person is exhibiting cooperation. 5) Initiative. Any internal movement among members to complete tasks and find solutions is referred to as initiative.

Additionally, several external and internal variables may have an impact on worker performance. Internal factors include work motivation, wages, and benefits. External factors include the business environment and employee training and development. Good employee performance is the dream of every company or organization that employs its employees because with their performance it is expected to provide added value to the company's overall performance.

Benefits will be the right to be received by someone for having done a job. Benefits are divided into three types, namely direct financial benefits, indirect financial benefits, and non-financial benefits. The types of compensation are as follows: 1). Wages and Salaries 2). Benefits and services.

Although it is considered as a form of compensation, benefits are certainly different from employee wages or salaries. Benefits are usually compensation for employees. Employee benefits or allowances are usually one of the rewards offered by companies to employees during the recruitment process. Employee benefits are an effort made by companies to provide more compensation to employees. To promote employees' productivity, this seeks to develop and enhance their mental and physical health.

According to Hasibuan (2016), employee benefits are payments and services that protect and complement basic salary, and the company pays all or part of the benefits. The main purpose of employee benefits is to make employees devote their lives to the organization in the long term.

According to Gaol & Purwanti (2014), that: "Indirect monetary and non-monetary compensation that employees receive in exchange for staying on staff at the company is known as a benefit. Benefits include things like paid time off, pensions, life and health insurance, and child-care centers. For most firms, benefits represent a significant cost. Employee benefits account for one-third of wages and income (or about 28% of total salary), with payments required by law.

According to Hasibuan (2017), providing benefits is the provision of additional compensation (financial or non-financial) which is given based on company policy to all employees in an effort to improve their welfare.

According to Wibowo (2016), allowances are direct compensation and indirect compensation, compensation received by employees can be in the form of money or others. From several opinions, it can be concluded that the allowance program is one of the efforts to guarantee the welfare of the workforce in the form of indirect financial payments given to employees to improve employee welfare.

On the employment side, benefits are all forms of compensation or recompense for the services of a company's employees. Benefits for employees are generally referred to as employee benefits. The interests of customers and employees are important requirements in the business world. However, the type of service itself is equally important. There are three types of benefits that employees can receive, depending on the form. The types of benefits are as follows: 1) Direct Benefits This type of benefit is usually in the form of cash. Direct benefits can be in the form of salary, incentives, wages, and profit bonuses from the sale of goods or services by employees. 2) Indirect Benefits Indirect benefits are usually not given in the form of money. Examples of employee benefits are life insurance, health insurance, public holidays, maternity leave, and office facilities. 3) Non-Financial Benefits In addition to the two forms of benefits above, there are forms of non-financial benefits for employees. An example of an employee benefit is the giving of a higher position to an employee. In addition to a new position, employees can also enjoy a comfortable and supportive work environment.

Several indicators that will be used in measuring the benefit variable according to Hasibuan (2017), are as follows: 1) Salary/Wages. Wages and salaries are the fundamental remuneration that employees receive based on the nature and level of their labor; the exact amount is agreed upon. 2) Benefits. Benefits are various gifts given to employees or conference delegates as part of their acceptance into an organization. 3) Facilities. Facilities are enjoyment in real/nature form provided by the company because of special things or to improve worker welfare, such as vehicle facilities (worker pick-up and drop-off or others); free food; places of worship; baby care; cooperatives; canteens and others. 4) Holiday Allowances. Holiday Allowances (THR) are gratuities and other profit sharing.

In a company, one of the efforts to increase employee potential is to rotate employee work. In addition, job rotation is also a strategic plan from the company to place employees in appropriate places and match their type of work. According to Robbins and Judge (2013), job rotation is the periodic replacement of an employee from one task to another. When a job becomes unsatisfactory, employees usually move to another job at the same level and with the same skill requirements. In management, this can be defined as an alternative between tasks and jobs that require different skills and responsibilities (Huang, in Padula et al, (2017)).

According to Sumarwoto (2011) the definition of job rotation is rotating or rotating the placement of structural or functional positions from one particular position to another position that is determined in a compulsory policy. All employees, especially those who do not have job rotation, can experience boredom at work. The problem is, the impact of boredom or saturation in the workplace can be in the form of decreased productivity, increased emotional self-esteem, to the desire to leave the company where you work. This boredom at work can be due to routine work that lasts for years or can also be due to getting work responsibilities that are less challenging or less meaningful (Kampkotter et al., 2018).

Akbari & Maniei (2017) explains that 6 factors can affect job rotation: 1) Knowledge is a basic element because it can change a person's behavior in doing something. The higher the employee's knowledge, the easier it is for the employee to follow developments or changes according to their duties. 2) Skills are a person's ability to carry out a job in the form of physical and non-physical skills. Physical skills are used for physical jobs such as operating computers and managing production machines. While non-physical abilities include intelligence, personality, and talent. 3) Education the higher the education a person has received, the broader the person's insight and abilities will be. 4) Ability is the capacity that an individual should carry out various tasks in a job.

The metrics used to measure job rotation according to Edwan in Budiman & Setiawan (2023) are as follows: 1) Employee Ability. Employees need a container or place that suits their abilities so that it will provide benefits to the organization. Some people may feel unfit for a job if the job does not match their abilities or if the professional qualification standards set by the company are too high.

2) Employee knowledge. Knowledge is a type of ability possessed by employees that is obtained from the learning process and can also be from experience. Where each employee has different knowledge, so the work carried out requires different knowledge, so employees try to match the knowledge they have with the demands of the job. 3) Saturation. A type of exhaustion known as "employee job saturation" is brought on by someone working too hard, being overly committed, working too much, working too long, and putting their needs and wants last.

There are several methods for developing human resources, one of which is through job promotion. Job promotion is something that is desired by employees when they are more dedicated to a company. In addition, job promotion can be one way of appreciation given by the company to employees who have given more time and effort. In addition, job promotion aims to develop and regenerate human resources in the company for the sustainability of the company. While the benchmark for the company in employee development is employee achievement.

Promotion occurs when an employee moves from one position to another with greater responsibility, a higher hierarchical level, and a higher salary. Based on Handoko's opinion (2014), the criteria for promotion are employees who have loyalty and integrity, creativity and initiative, and employees who have more value than other employees and can provide solutions. Promotion is a motivation that can encourage employees to be able to actively participate in the company to become better and improve the employee's current position. According to Edwin B. Flipo in S.P Hasibuan (2007) job promotion means moving from one position to another position that has a higher status and responsibility. Therefore, promotion will be related to tasks, responsibilities, and authorities outside the previous position. Furthermore, promotion is realized to advance employees.

There are several indicators of job promotion according to Nitisemito in Yamin (2019), namely: 1) Work Experience. Every worker who has worked for a specific amount of time ought to be promoted. 2) Education Level. When it comes to work promotions, education level matters because a greater degree of education translates into a higher position that can be offered. 3) Work Achievement. Employees who have a position are certainly high-achieving employees 4) Career Advancement. A promoted employee will have the opportunity to further their career. 5) Fairness. To ensure that the execution of promotions does not lead to conflict within the company, promotions must be granted based on the fairness principle.

The relevant research above is about employee performance and based on the researcher's exploration, several research results were found that are related to this research. The first is a study by Mandagi et al. (2017), the results of her research stated that job promotion and job rotation have a partial and simultaneous notable positive impact on employee performance at the Manado City Environmental Service. When promotion and rotation can affect employee performance assessments, employee performance will increase to maintain the quality of an organization.

The second is a study by Manoppo et al. (2018), the results of his study stated that job rotation, work ethic and work characteristics have a positive effect on employee performance at PT. Jasaraharja Putera Manado Branch. This means that the implementation of job rotation that runs well, with a high work ethic, and accompanied by the right work characteristics will directly affect the work results or performance of employees.

The third is research from Listianingsih (2019), the results of her study state that increasing employee incentives can enhance employee performance. However, the results of her research also state that increasing employee benefits cannot improve employee performance, in other words, benefits do not affect employee performance. The fourth is research from Cahyo Prihantoko (2021), the results of her study state that compensation and benefits have a significant effect on employee performance, and motivation can moderate the impact of compensation and benefits on employee performance.

The fifth is a study by Saing et al. (2021), the outcomes of the study stated that job promotion and workload have a significant positive effect on employee performance. So, the higher the job promotion applied which is balanced by the appropriate level of workload, the more employee performance will increase. The sixth is a study by Nasution et al. (2022), the outcomes of the study stated that job rotation has a positive impact on employee performance. The last is a study by Arifuddin, et al. (2023), the results of the study stated that compensation and job promotion have a positive and notable impact on employee performance.

To explain the variables that influence employee performance, the theoretical framework created by the researcher is as follows:

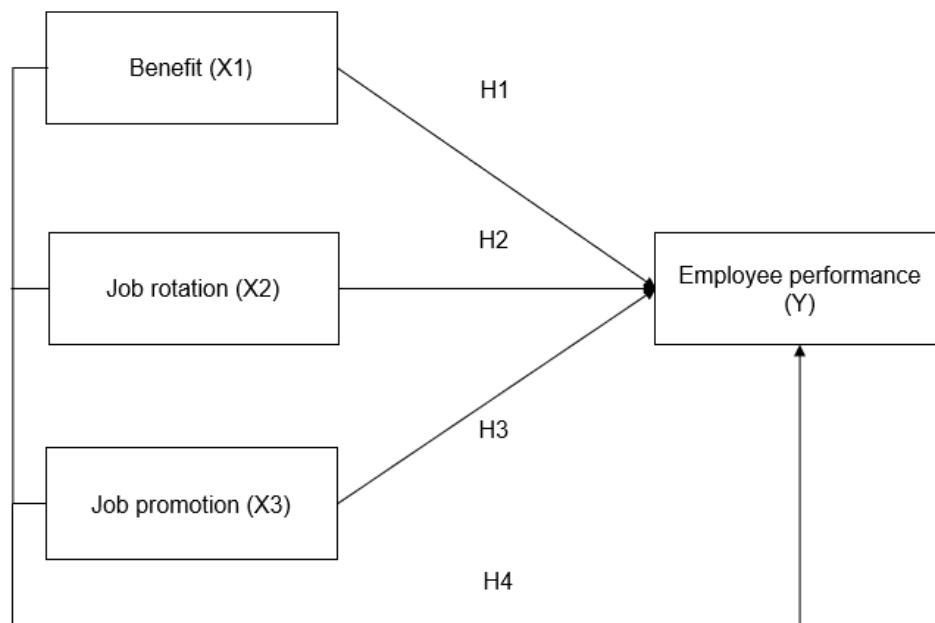


Figure 1. Research Framework

The Influence of Benefits on Employee Performance

For employees, benefits from the company are very valuable because they are considered to be able to reduce the costs that should be spent from their salary or income to support health, welfare, and lifestyle. So, benefits can increase job satisfaction which will then have an impact on improving performance. In equity theory or balance theory, there is a component in it, namely equity-in-equity. In this component, it is stated that an employee in an organization feels satisfied or dissatisfied as a result of comparing his/her input-outcome with the comparison of input-outcome of other employees (comparison person). This can be interpreted that employees will feel satisfied or dissatisfied with what they give to the company and what they get from the company in return for what they have done for the company. Therefore, the benefits they receive will affect their performance.

This is supported by research by Prihantoko (2021) on the Influence of Compensation and Benefits on Employee Performance with Motivation as a Moderating Variable on Millennial Employees of BRI Kanca Pattimura Semarang. According to his research, the organization will achieve the best employee performance outcomes the more fairly people are compensated and receive perks. However, benefits were stated to have no effect in the research by Listianingsih (2019).

The Effect of Job Rotation on Employee Performance

Job rotation is an effective method of improving employee professionalism. In addition, job rotation is also a form of company effort to avoid work monotony for employees. Job rotation must be based on knowledge and experience that is by the abilities possessed by employees so that it will improve employee performance. If otherwise, it will harm the survival of the company, namely in the form of employee productivity and work quality. Therefore, job rotation must be carried out with careful measurement, assessment, and planning by the company.

One of the components of the balance theory according to Wexley & Yukl (1977) is Outcome. The outcome component states that workers or employees have the opportunity to excel or express themselves. Thus, the company can provide opportunities for its employees who have met the criteria and can be rotated based on their achievements and abilities. This is underpinned by research conducted by Mandagi et al. (2017) on the effect of job rotation on employee performance at the Manado City Environmental Service, which states that partial job rotation has a positive and notable impact on employee performance.

The Influence of Job Promotion on Employee Performance

When an employee is promoted to a position, it can be interpreted that his/her performance and contribution to the company are recognized and appreciated. Feeling appreciated is an important factor in increasing job satisfaction and strengthening the emotional bond between individuals and the company so that it can increase employee productivity and performance. In the balance theory, the equity-in-equity component is very appropriate to be associated with the company's efforts to provide job promotions to its employees. Where in this component it is said that employees will feel satisfied or dissatisfied with what they receive as a reward for what they have done for the company. One of them is giving job promotions to employees. Job promotions are considered to be able to improve employee performance because employees are considered to have more potential and are accompanied by competencies that are considered very good.

This is supported by research by Saing et al. (2021) regarding the Influence of Job Promotion and Workload on Employee Performance at PT Federal International Finance, which states that job promotion has a partially positive effect on employee performance.

The Influence of Benefits, Job Rotation, and Job Promotion on Employee Performance

Each of the levels of benefits, job rotation and job promotion have a very important role in achieving good employee performance. Where these three things if carried out together well by employees can improve employee performance so that it will have a positive impact on the survival and welfare of both employees and the Company. This will be under this study, namely the theory of balance or equity theory. This theory states that humans in the workplace will assess what they have input which will then be linked to the results obtained.

Based on the development of the hypothesis above, the hypothesis that will be built is:

H1: Benefits have a positive and significant effect on employee performance

H2: Job rotation has a positive and significant effect on employee performance

H3: Job promotion has a positive and significant effect on employee performance

H4: Benefits, Job rotation, and Job promotion have a positive and significant effect on employee performance.

2. RESEARCH METHODS

In this study, the object of research is the employees of PT X Kota Cilegon. The data is in the form of variables Benefit (X1), Job Rotation (X2), and Job Promotion (X3) on Employee Performance (Y) with the reason that the researcher wants to know the extent of the Influence of Benefits, Job Rotation, and Job Promotion on Employee Performance.

This study used a quantitative technique as its research methodology. For this study, a total of 80 respondents were given questionnaires, from which multiple samples were taken. Data management strategies were used to assess the data after it was gathered. The author's data analysis in this study attempts to provide an answer to the hypothesis. To ascertain whether or not benefit variables, job rotation, and job promotion have an impact on employee performance, a statistical analysis method utilizing computer calculations of the SPSS 27 Statistics (Statistical Product and Service Solutions) program is employed as the data analysis method.

The instrument tests conducted were the Validity Test, Reliability Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Multiple Linear Regression Analysis, Determination Coefficient (R^2), Partial Effect Significance Test (t-Test), and Simultaneous Effect Significance Test (F-Test).

3. RESEARCH RESULTS

This study used the Pearson correlation approach to examine the validity by comparing each item's score to the total item score. A substantial correlation between an item and the total number of items is considered to indicate that the item is genuine. This can be ascertained by testing the significance of the coefficient at a significance level of 0.05. Details of the two-sided test: r table 30 with $df = n-2$ or $df = 80-2 = 78$, which is 0.220 with a significance level of 0.05; the number of respondents (n) = 80 respondents.

The results of the validity test of benefits (X1), job rotation (X2), job promotion (X3), and employee performance (Y) each have an r table value of 0.220 where the figure is obtained from a significant level value of 5% or 0.05 with a two-way test. Sugiyono (2017) stated that the instrument

is valid if the calculated r-value is > compared to the r table of 0.220, it can be decided that the results of the validity test using the SPSS version 27 program, all items or instruments are declared valid.

The Cronbach's Alpha technique was used in this study's reliability test, and a minimum value of 0.60 was required (Kuncoro, 2009). The Cronbach's Alpha value from the results of the reliability test showed benefits (0.886), job rotation (0.718), job promotion (0.698), and employee performance (0.772). These results indicate that the four variables meet the reliability requirements.

Liliefors Kolmogorov-Smirnov with a significance value > 0.05 was used to conduct the normalcy test in this investigation. If the significance value of the data is greater than 0.05, it is considered to be normally distributed; if it is less than 0.05, it is not considered normally distributed. The test results show that the significance value (Asymp.sig) is 0.200 so it can be decided that the residual data is normally distributed.

The results of the multicollinearity test achieved tolerance and variance inflation factor values for the benefit variables (0.961 & 1.041), job rotation (0.912 & 1.096), and job promotion (0.946 & 1.057) so that it can be said that there is no multicollinearity problem because the value is greater than 0.1, and the VIF value is less than 10.

The results of the heteroscedasticity test obtained absolute tolerance values for benefits (0.185), job rotation (0.067), and job promotion (0.686) above 0.05, so it can be interpreted that there is no heteroscedasticity problem.

The coefficient of determination (R²) is used to see the value of the independent variables influence on dependent variables. Thus, in this study, the author wants to see the relationship between the value of the benefit variable (X₁), the job rotation variable (X₂) and the job promotion variable (X₃) on employee performance (Y). In respondents PT X. The following are the results obtained:

Table 1. Determination Coefficient (R²)

Variable	R ²
Benefit	0.336
Job rotation	0.469
Job promotion	0.482

Source: Output of the SPSS V.27 data analysis

Based on the test above, it can be concluded that the benefit variable influences the employee performance variable by 33.6%, and the remaining 66.4% is influenced by other factors. The job rotation variable affects the employee performance variable by 46.9%, and 53.1% is influenced by other factors and the job promotion variable affects employee performance by 48.2%, and 51.8% is influenced by other factors not included in this research model.

To determine the influence of the benefit, job rotation, and job promotion variables on employee performance as dependent variables, it was analyzed using multiple linear regression and T-test.

Table 2. Results of Multiple Linear Regression Analysis and T-Test

Variable	β Coefficient	T	Significance
Benefit	0,313	16,461	0,001
Job rotation	0,109	3,686	0,001
Job promotion	0,078	2,682	0,009

Source: Output of the SPSS V. 27 data analysis

Hypothesis 1 states that benefits have a positive and significant effect on employee performance. Table 2 shows that benefits have a positive and significant effect on employee performance ($\beta=0.313$, $p<0.05$). Thus, it can be concluded that H1 is accepted. In this case, it means that providing comprehensive benefits to employees, such as health benefits, recreational facilities, and financial incentives, is believed to increase motivation and job satisfaction. With high motivation and job satisfaction, employees tend to be more dedicated in carrying out their duties, resulting in better and more productive performance. Previous research also shows that employees who feel appreciated through adequate benefits have lower absenteeism rates and higher retention rates. Therefore, this hypothesis proposes that adequate benefits positively and significantly affect

employee performance in various industrial sectors. This is in line with research by Efendi & Assery (2024) which states that benefits have a partial positive and significant effect on the performance of KKP Pratama Bantul employees with a t-value of 2.189 and a significance of 0.035.

Hypothesis 2 states that job rotation has a significant effect on employee performance. Table 2 shows that job rotation has a positive and significant effect on employee performance ($\beta = 0.109$, $p < 0.05$). It can be concluded that H2 is accepted. This means that job rotation, which refers to the practice of moving employees between various positions or tasks within an organization, is believed to have positive benefits on employee performance. Through this diverse experience, employees can develop broader skills and understanding of various aspects of work and departments within the company. This can increase employee flexibility, adaptability, and adjustment to changes in the dynamic work environment. Previous studies have also shown that job rotation can stimulate employee interest and involvement in their work, which in turn contributes to increased productivity and work quality. Thus, this hypothesis suggests that job rotation has a significant and positive effect on employee performance in various organizational contexts. This is in line with research by Jane & Indrayani (2023) which states that job rotation has a positive and significant effect on employee performance at PT Pos Indonesia (Persero) Pekanbaru with a t-value (3.641) > t-table (1.663) and significance ($0.000 < 0.05$).

Hypothesis 3 states that job promotion has a significant effect on employee performance. Table 2 shows that job promotion has a positive and significant effect on employee performance ($\beta = 0.078$, $p < 0.05$). It can be concluded that H3 is accepted. Job promotion, which involves an increase in position level or responsibility in an organization, is believed to have a significant positive impact on employee performance. Promotions are often given as recognition of individual achievement and competence, which can motivate employees to achieve better results and innovate in their work. In addition, promotions also provide opportunities for employees to develop the leadership and managerial skills needed in higher roles. Previous research has shown that job promotion is directly correlated with increased intrinsic motivation and commitment to the organization, which in turn increases employee productivity and work quality. Therefore, this hypothesis states that job promotion has a positive and significant effect on employee performance in various organizational contexts.

This is in line with the research of Haryadi et al. (2022) which states that job promotion has a positive and significant effect on employee performance at PT Beringin Life in Jakarta with a t calculated > t table or ($7.580 > 2.002$) and significance ($0.000 < 0.05$).

Hypothesis 4 states that benefits, job rotation, and job promotion have a significant influence on employee performance. In the F test, it can be seen from the results of the f-count is 132.353 and the significance value is $0.001 < 0.05$. So, it can be concluded that H_0 is rejected and H_1 is accepted which means that benefits, job rotation, and job promotion have a positive effect and there is a significant influence simultaneously on employee performance.

4. CONCLUSION

The results of this study confirm that individually, the benefit variable has a positive and significant effect on employee performance, the job rotation variable has a positive and significant effect on employee performance, the job promotion variable has a positive and significant effect on employee performance, and together, the benefit, job rotation and job promotion variables have a positive and significant effect on employee performance. This study has limitations that are useful for further research development with other variables that can have a greater effect on employee performance.

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