

THE EFFECT OF JOB ROTATION AND INTERPERSONAL CONFLICT ON WORK PRODUCTIVITY WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE TRANSPORTATION SERVICE IN NTB



Pahrul Sauji¹
Universitas Mataram, Mataram, Indonesia
Pahrulsauji1995@gmail.com

Thatok Asmony²
Universitas Mataram, Mataram, Indonesia
thatok.asmony@gmail.com

Santi Nururly³
Universitas Mataram, Mataram, Indonesia
snururly@unram.ac.id

Abstract

This study aims to analyze the effect of job rotation and interpersonal conflict on work productivity with job satisfaction as an intervening variable at the Transportation Agency in West Nusa Tenggara. This study is associative with a focus on causal relationships that influence each other. Data collection was carried out using a census method with questionnaire distribution techniques, interviews and documentation with all members of the population being used as respondents in this study. The population in this study were echelon 2, echelon 3, echelon 4 officials and all functional officials at the Transportation Agency in West Nusa Tenggara totaling 167 employees with a questionnaire response rate of 151 questionnaires or 90.42%. This study uses Structural Equation Modeling (SEM) using SmartPLS as an analysis. The results of the study indicate that job rotation has a significant positive effect on work productivity, while interpersonal conflict has a significant negative effect on work productivity. Job rotation has a positive and significant effect on job satisfaction, and interpersonal conflict has a negative and significant effect on job satisfaction, in addition, job rotation has a positive and significant effect on work productivity through job satisfaction, and interpersonal conflict has a negative and significant effect on work productivity through job satisfaction. As shown by the Variance Axxounted For (VAF) value is 21% for job rotation and 36.5% for interpersonal conflict regarding work productivity.

Keywords: Work Productivity, Job Rotation, Interpersonal Conflict, Job Satisfaction

INTRODUCTION

Human Resources (HR) are people who are ready, capable, and contribute to achieving organizational goals. In an organizational context, HR encompasses all employees, who are strategic assets because their performance and behavior significantly determine the organization's success. Effectively managed HR will create a productive, harmonious, and satisfying work environment (Gary Dessler, 2015).

Work productivity is the ratio of output (work results) to the input (resources) used to produce that output. Productivity indicates how much work can be completed with the available time and effort. Productivity encompasses two important aspects: efficiency (the ability to optimally use resources) and effectiveness (the ability to achieve desired goals) (Robbins and Judge, 2017).

Several factors that influence work productivity include employee work motivation, education, work discipline, skills, work ethic attitudes, teamwork abilities, nutrition and health, income level, work environment and work climate, technological sophistication used, adequate production factors, social security, management and leadership and opportunities for achievement (Anoraga, 2018). Sedarmayanti (2001) explains that in addition to the main factors, there are a number of other aspects that play a role in increasing work productivity. These factors include individual attitudes or work ethics, level of expertise or skills possessed, quality of interaction between employees and organizational leaders, management effectiveness in managing productivity, efficient use of labor resources, and entrepreneurial spirit possessed by individuals in the work environment. Meanwhile, according to Anoraga (2001) there are 3 factors that influence work productivity, such as interesting work, security and protection in work and a good work environment and atmosphere.

Among the various factors that influence employee productivity, a key element in achieving company goals is a conducive work environment and the opportunity to excel. This can increase productivity, one of which is through the implementation of job rotation. Job rotation not only serves to reduce boredom and fatigue, but also provides opportunities for employees to develop new skills and broaden their horizons. By moving between various positions or departments, employees not only gain broader experience but also feel more valued and motivated (Herzberg, 1966). Other factors that influence productivity, such as work ethics and relationships between employees, can also affect productivity, one of which is through the implementation of interpersonal conflict. According to Robbins and Judge (2017), interpersonal conflict is a process that arises when an individual or party begins to perceive that the presence of another party can have a negative impact on the interests or goals of their group.

This study used job satisfaction as an intervening variable to determine whether job satisfaction mediated the effects of job rotation on work productivity and interpersonal conflict on work productivity. Job satisfaction refers to a positive emotional response to a job, derived from the assessment of its various aspects (Robbins and Judge, 2022).

Sutrisno (2019) explains that job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors.

The Transportation Agency is an institution expected to realize an orderly, safe, efficient, and sustainable transportation system. Therefore, public services at the Transportation Agency must be supported by qualified, dedicated, and integrated human

resources capable of adapting to technological developments and the needs of modern society (Sutrisno, 2019). Based on data from the NTB Provincial Regional Personnel Agency (BKD) and the City/Regency Regional Personnel Agency (BKD) (October 2024), there are 11 Transportation Agencies in NTB, consisting of one NTB Provincial Transportation Agency and 10 Transportation Agencies in the City/Regency areas of NTB.

Interviews and observations at several research locations revealed a decline in work productivity over the past two years. This is reflected in increased absenteeism, late completion of tasks, and declining employee performance evaluations. Despite ongoing training, some employees still face challenges adapting to technology and changing work procedures.

Field data shows an increase in employee rotation at the NTB Transportation Agency in 2024, accompanied by a surge in turnover and a decline in task completion and SKP scores. This indicates that rotation has not been accompanied by adequate adaptation. Interpersonal conflict has also increased, reflected in rising absenteeism and declining service scores, even leading to a motion of no confidence in leadership. At the same time, job satisfaction levels have declined, reflected in declining Employee Performance Targets (SKP), project target achievement, and declining enthusiasm or motivation for work, despite efforts to improve training. This phenomenon has had a direct impact on productivity and public service.

Research results show that job rotation has a positive and significant effect on work productivity (Ariani 2020, Susanti 2023, Sulastris 2023, Dewi 2023, Taufan 2024 and Jain 2017). However, there are also research results showing that job rotation has no significant effect on work productivity (Samosir and Wasiman 2024, Febrianto 2021, Farhan 2023 and Alfian 2025). Research results show that interpersonal conflict has a negative effect on work productivity (Lusiana 2023, Harmen 2024 and Tirtana 2023). However, there are also research results showing that interpersonal conflict has a positive and significant effect on work productivity (Wicaksono 2006, Handayani 2019, Agustina 2024, and Aulia 2024). The findings in this study indicate a research gap regarding the effect of job rotation and interpersonal conflict on work productivity levels.

Several studies, such as those by Said (2017), Almigo (2004), Adiwinata (2014), Prayudi (2021), and Mafra (2017), show that job satisfaction has a positive and significant impact on increasing work productivity. However, some studies also show that job satisfaction has no significant impact on work productivity (Muayyad and Gawi 2017). Research shows that job rotation has a positive and significant impact on job satisfaction (Warsi 2019, Adilla and Budiono 2022, Fauzi 2017, and Rahman 2016). However, some studies also show that job rotation has no impact on job satisfaction (Rahmawati 2024, Mayana 2022). Research shows that interpersonal conflict has no or negative impact on job satisfaction (Rajak 2013, Wijaya 2015, Kurnia 2024, and Sarah 2023). However, there are also research results showing that interpersonal conflict has a positive and significant effect on job satisfaction (Qisti 2021, Ramadhan 2024). The inconsistency of these findings indicates a research gap regarding the relationship between job satisfaction and work productivity, job rotation, and interpersonal conflict on job satisfaction.

Studies using job satisfaction as a mediating variable include those conducted by Rohmah and Manzillatur (2020) and Nurdiana (2011), who demonstrated that job rotation had a positive and significant effect on work productivity, with job satisfaction acting as a mediating variable. Pratama and Widiastina (2023) found that interpersonal conflict had a

negative and significant effect on work productivity, and job satisfaction mediated this relationship. However, in contrast to these results, Yulianto (2025) found that interpersonal conflict had a positive and significant effect on work productivity, with job satisfaction as a mediating variable.

Studies that use job satisfaction as a mediating variable have shown inconsistent results. While Rohmah and Manzillatur (2020) and Nurdiana (2011) focused on the influence of job rotation, Pratama and Widiastina (2023) and Yulianto (2025) focused on interpersonal conflict. These findings indicate a significant gap or discrepancy that requires further analysis and study to develop this research.

REVIEW OF LITERATURE

Work productivity is understood as the optimal ratio between output and input, encompassing two main elements: efficiency (appropriate utilization of resources) and effectiveness (achieving organizational goals) (Hasibuan, 2010; Robbins and Judge, 2017; Gasperz, 1998). Work productivity is also inherent in a mental attitude of continuous improvement, namely the belief in working better day by day (Sutrisno, 2019).

Good work productivity aligns with professional values such as sincerity, responsibility, a passion for learning, and a quality orientation. These characteristics guide employees to continuously improve their performance without sacrificing the quality of their output (Gasperz, 1998). Thus, work productivity can be defined as employee attitudes and behaviors that strive to exceed output targets through the most efficient use of resources, driven by a personal commitment to continuous improvement and the achievement of organizational goals.

Job rotation recognizes that every employee has a need to enrich their experiences and maintain motivation through varied assignments within the work community (Robbins & Judge, 2006; Sutrisno, 2009). Rotation is an experience that provides individuals with a sense of involvement, expands competencies, and fosters cross-unit relationships (Hariandja, 2006; Gibson, Ivancevich, Donnelly, & Konopaske, 2009).

Hasibuan (2013) emphasized that placing employees in the right positions can maintain morale and productivity, while Sastrihadiwiryono (in Kurniati, 2008) highlighted rotation as a means of achieving job satisfaction through the transfer of functions and responsibilities. Based on this explanation, job rotation can be defined as a systematic mechanism for horizontal transfer of employees—at the same job level—to enrich skills, reduce burnout, and increase organizational efficiency through more meaningful work experiences.

Interpersonal conflict is a form of tension or conflict that arises from differences in perception, values, or goals between individuals in the work environment (Hung et al., 2013). This conflict reflects the incompatibility between individuals who interact directly in social and professional relationships (Algert & Stanley, 2007).

According to Hunt and Metcalf in Winayanti and Widiyasavitri (2015), interpersonal conflict differs from intrapersonal conflict, which occurs within an individual. Interpersonal conflict occurs between two or more people involved in an interpersonal relationship, usually caused by differences in perspective, interests, or personality. Based on this explanation, interpersonal conflict can be defined as a form of negative interaction between individuals in

the workplace that is triggered by differences in values, opinions, or interests, and has the potential to disrupt work relationships, communication, and the achievement of organizational goals.

Job satisfaction is a positive emotional response that arises when employees perceive their work as meeting their expectations and needs (Robbins & Judge, 2015). Rivai and Mulyadi (2009) define job satisfaction as an employee's overall evaluation of the extent to which their tasks and work environment accommodate their personal needs. Gibson et al. (2009) emphasize that this attitude is rooted in an individual's perception of the job itself.

According to Kreitner and Kinicki (2014), job satisfaction is an emotional response to various aspects of the work environment, reflecting the extent to which employees feel satisfied or dissatisfied, happy or unhappy, with their work. (2004) categorize it as a personal attitude toward the position held. Employees with high satisfaction tend to display positive emotions, while those who are dissatisfied display negative emotions (Robbins & Judge, 2015). Thus, job satisfaction can be defined as the positive attitudes and feelings of employees toward the organization and their work, which arise when their needs and expectations are adequately met.

RESEARCH METHOD

This study applies an associative approach that aims to examine the causal relationship between the variables studied. This study was conducted at the Transportation Agency in NTB, which consists of 1 NTB Provincial Transportation Agency and 10 Regency/City Transportation Agencies in NTB. This study used a census method as a data collection method, a technique that involves all members of the population as respondents in the data collection process (Sugiyono in Aseptia & Maruno, 2017). The population in this study consisted of all echelon 2, 3, 4 officials, and functional officials at the Transportation Agency in NTB, totaling 167 people.

The data collection methods used in this study consisted of questionnaires, interviews, observations, and documentation. The tools used for data collection included questionnaires, electronic media, and notebooks. This study utilized data sourced from both primary and secondary sources. The variables identified and categorized in this study were: independent variables of job rotation (X1) and interpersonal conflict (X2), dependent variables of work productivity (Y), and mediating variables of job satisfaction (Z). Each questionnaire statement was evaluated using a Likert scale score. Data were analyzed through Structural Equation Modeling (SEM) using SmartPLS software.

Research Hypothesis

This research aims to examine the effects of job rotation and interpersonal conflict on employee work productivity, with job satisfaction considered as a mediating factor. Based on the theoretical framework and a review of previous studies, the hypotheses formulated for this study are as follows:

H1: Job rotation has a positive and significant effect on employee productivity at the Transportation Agency in NTB Province.

H2: Interpersonal conflict has a negative and significant effect on employee productivity at the Transportation Service in NTB Province.

H3: Job rotation has a positive and significant effect on job satisfaction of Transportation Service employees in West Nusa Tenggara Province.

H4: There is a negative and significant influence between interpersonal conflict and job satisfaction of employees working at the Transportation Service in West Nusa Tenggara Province.

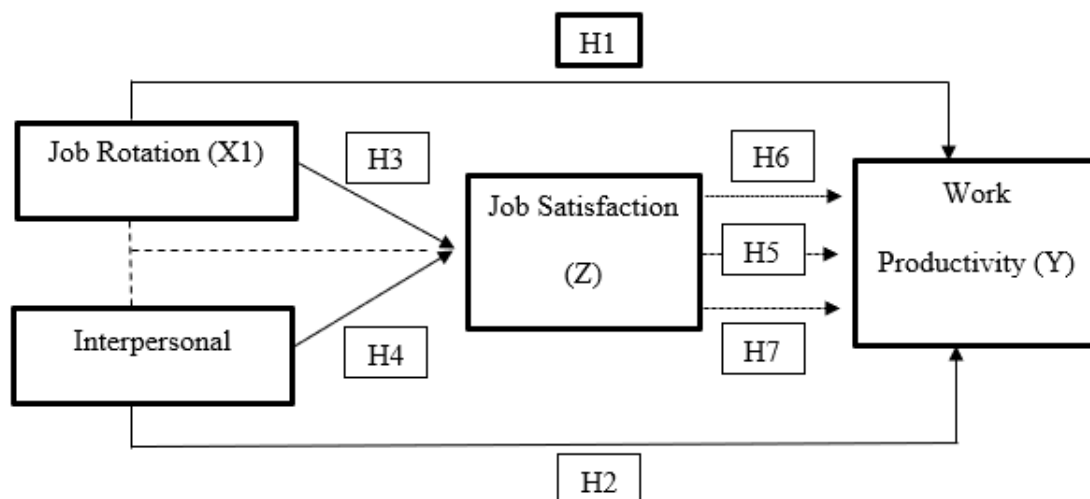
H5: Job satisfaction has a positive and significant effect on work productivity among employees of the Transportation Service in West Nusa Tenggara Province.

H6: Job satisfaction mediates the effect of job rotation on work productivity of Transportation Service employees in West Nusa Tenggara Province.

H7: Job satisfaction mediates the influence of interpersonal conflict on work productivity of employees of the Transportation Service in West Nusa Tenggara Province.

Research Model

This research model describes the relationship between independent variables (responsiveness, empathy, and interpersonal communication) to dependent variables (customer satisfaction). This model can be illustrated as follows:



The image of the model of this study shows that the three independent variables have a direct relationship to customer satisfaction, which will be tested through multiple linear regression analysis. This study uses a quantitative approach with a survey method, where data is collected through a questionnaire with a Likert scale. The data analysis technique used is a linear regression test to test the influence of each variable on customer satisfaction. The results of this study are expected to provide deeper insights for telecommunications companies in improving the quality of their services by focusing on responsiveness, empathy, and personal communication to improve customer satisfaction.

RESULTS AND DISCUSSION

Table 1.
Results of R-Square Calculation

Variables	R-square	R-square adjusted
Work productivity (Y)	0.890	0.888
Job Satisfaction (Z)	0.729	0.720

Referring to Table 1, the R-Square value for work productivity is 0.890. This indicates that the construct variables of job rotation, interpersonal conflict, and job satisfaction cover 89% of the variance in work productivity, while the remaining 11% is influenced by factors outside the scope of this study. For the variables of job rotation and interpersonal conflict that influence job satisfaction (mediation), the R-Square value is 0.729, which means that these constructs explain 72.9% of the variance in job satisfaction, while 27.1% is caused by other factors that have not been explained or analyzed in this study. An R-Square value of 89% is considered robust.

Hypothesis Testing Results

Table 2.
Results of Direct Effect Hypothesis Testing

Influence between variables	Original Sample	T –table	T Statistics	P Values	information
X1->Y	0.614	1.96	16,020	0.000	(+) Significant
X2->Y	-0.275		7,409	0.000	(-) Significant
X1->Z	0.462		6,766	0.000	(+) Significant
X2->Z	-0.447		6,997	0.000	(-) Significant
Z->Y	0.354		8,718	0.000	(+) Significant

Referring to Table 2, it can be concluded that not all hypotheses have a positive effect. Specifically, job rotation has been shown to have a positive and significant effect on work productivity. Furthermore, job rotation significantly and positively affects job satisfaction, and job satisfaction also has a positive and significant impact on work productivity. However, one hypothesis states that interpersonal conflict has a negative and significant impact on work productivity and that interpersonal conflict has a negative and significant impact on job satisfaction.

Influence between variables	Original Sample	T –table	T Statistics	P Values	VAF	information
X1->Z->Y	0.163	1.96	5,642	0.000	21%	(+) Significant
X2->Z->Y	-0.158		5,425	0.000	36.5%	(-) Significant

Referring to Table 3, in conclusion, all hypothesized constructs are supported. Job satisfaction successfully mediates the relationship between job rotation and work productivity, showing a positive and significant influence, with a Variance Accounted For (VAF) value of 21%, indicating partial mediation. Similarly, job satisfaction mediates the effect of interpersonal conflict on work productivity negatively and significantly, with a VAF value of 36.5%, also indicating partial mediation.

Job rotation and work productivity

Referring to the research results presented in Table 2, it can be concluded that job rotation has a positive and significant impact on the level of work productivity. The results of this study can be interpreted, if the job rotation in the Transportation Agency in NTB is a variable that can determine how the work productivity of employees to the agency, where the results show that the higher the level of job rotation of employees in the Transportation Agency in NTB, will have a positive and significant impact in increasing work productivity

in the Transportation Agency in NTB. Conversely, if the job rotation in the Transportation Agency in NTB is low, it will have an impact on decreasing the work productivity of employees in the Transportation Agency in NTB.

According to Handoko (2011), job rotation is a human resource management strategy that involves moving employees from one position or task to another within an organization in a planned and regular manner. The main objective of job rotation is to improve employee competency through varied work experiences. Employees who have the opportunity to perform various types of work tend to be more skilled, more motivated, and ultimately show increased work productivity. Work productivity itself is an employee's ability to produce optimal output by utilizing time, energy, and resources efficiently (Simanjuntak, 2011). Employees who experience appropriate job rotation will have a better understanding of the work process as a whole, enrich their skills, and tend to have a higher sense of responsibility for the results of their work, which leads to increased productivity.

This indicates that employees at the West Nusa Tenggara (NTB) Provincial Transportation Agency benefit from job rotation as a means of self-development, thereby gaining extensive experience and achieving greater work achievements. Employees who find new values and challenges in their work tend to be more motivated to increase their work enthusiasm and productivity. Furthermore, age and length of service also influence employee perceptions and responses to job rotation. Employees with more mature age and longer tenure tend to have broader experience and better adaptability to change and task variations. For them, job rotation is seen as a form of recognition of competence and trust from the organization, thus serving as a positive stimulus for increasing work enthusiasm, responsibility, and productivity. Meanwhile, more senior employees tend to view job rotation as a form of appreciation for their experience and expertise, as well as an opportunity to make broader contributions across various work units.

According to Nitisemito (2001), properly implemented job rotation can increase job satisfaction, reduce burnout, and improve overall employee performance. With variety in tasks, individuals are more actively engaged, demonstrate greater initiative, and are results-oriented. This has a direct impact on work productivity, as employees work more effectively and efficiently.

This finding aligns with research by Wulandari and Susilo (2020), Putra and Rachmawati (2018), Siregar and Lestari (2019), and Rahmadani and Yusuf (2021), which showed that job rotation positively impacts employee productivity. Therefore, structured job rotation can increase motivation and productivity because employees feel they have the opportunity to develop and are valued by the organization.

Interpersonal conflict and work productivity

Based on the calculation results in Table 2, which tested the second hypothesis, it was found that interpersonal conflict had a negative and significant effect on employee work productivity at the Transportation Agency in West Nusa Tenggara (NTB). This result can be interpreted as meaning that the level of interpersonal conflict experienced by employees cannot have a positive impact that determines the increase in their work productivity. This finding confirms that even though some employees may have high motivation or work qualifications, the presence of interpersonal conflict (e.g., personal tension, communication misunderstandings, and work style differences) still reduces productivity (Jehn and Mannix, 2001).

Many factors explain this phenomenon. Employees often view conflict as emotionally draining and energy-draining, drastically reducing their focus and time to complete core tasks (De Dreu and Weingart, 2003). Discordant relationships between coworkers, not simply poor competency or facilities, contribute to decreased productivity. Interpersonal conflict is driven by differences in personality, interests, and perceived workload unfairness, leading to work stress and reduced individual and team productivity (Putri and Iskandar, 2019). This suggests that within the NTB Provincial Transportation Agency's work environment, cultural diversity is a significant factor influencing the dynamics of employee relationships. Differences in values, perspectives, and communication patterns, influenced by cultural backgrounds, can trigger differences in interpretation, misunderstandings, and even potential interpersonal conflict if not managed effectively. While cultural diversity can be an organizational asset in enriching perspectives and work approaches, without effective communication and an inclusive work culture, it can actually hinder employee synergy.

Theoretically, De Dreu and Gelfand (2008) emphasize that high-conflict environments tend to reduce productivity toward collective goals and increase avoidance behavior. Consequently, public service targets set at the NTB Transportation Agency are not optimally achieved. "In public service organizations, unresolved interpersonal conflict reduces team cohesion and communication quality, both of which have been shown to depress employee productivity" (Setiawan and Astuti, 2021). While long tenure can foster a sense of camaraderie, the intensity of daily interactions in the field, such as coordinating traffic management or terminal operations, often increases the potential for conflict.

This finding aligns with research by Guzo and Pietro (2022), Andriani and Hakim (2020), and Lestari and Nugroho (2021), which showed that interpersonal conflict negatively impacts work productivity. Therefore, effective interpersonal conflict management is crucial for improving employee productivity.

Job rotation and job satisfaction

Based on the calculation results in Table 2, which tested the third hypothesis, namely that job rotation has a positive and significant effect on job satisfaction. Based on these results, it can be interpreted that high job rotation at the Transportation Agency in NTB will lead to increased employee job satisfaction. In other words, when job rotation at the Transportation Agency in NTB, consisting of work performance, experience, and employee needs level, is in the good category and continues to improve, employee job satisfaction will also increase. Conversely, if job rotation is carried out in a limited and unplanned manner, it will have an impact on decreasing employee job satisfaction levels.

Job satisfaction, as a feeling of happiness and peace in work because the hopes, desires, and needs of a physical, moral, and spiritual nature in the workplace are met (Amaliah et al. in Sari, 2021). According to Kreitner and Kinicki (2014), job satisfaction is an affective or emotional response to various aspects of one's work. Job rotation is an activity within an organization carried out to move employees from one position to another in a structured manner over a certain period of time, with the aim of improving employees' skills, experience, and work motivation (Campion et al., 1994). The proper implementation of job rotation can create a sense of fairness and provide opportunities for self-development for employees, which ultimately has a positive impact on their job satisfaction. Work that is done

with a feeling of being appreciated and given the opportunity to develop will give rise to a sense of joy and pride in one's work.

Thus, a positive and significant relationship between job rotation and job satisfaction will have a positive impact on the organization, because employees feel continuously developing and do not feel bored at work. Happiness and enthusiasm during work arise when employees feel that the tasks carried out are in accordance with their abilities and desires to develop, while happiness after work is felt when the work goals to improve competence and contribution have been achieved (Baharom et al. in Adiba, 2018). In theory, job rotation at the individual level in the organization can provide job satisfaction and reduce employee burnout or boredom (Campion et al., 1994). The sense of belonging to the organization and cross-position experience gained from job rotation are important dimensions that encourage satisfaction and work enthusiasm (Robbins and Judge in Mahipalan and Sheena, 2018).

These findings are consistent with research conducted by Hassan (2016), Wulandari and Sudarma (2017), Adilla and Budiono (2022), and Yuliana and Firmansyah (2020), which showed that job rotation has a positive and significant effect on employee job satisfaction. Therefore, implementing effective job rotation can be an important strategy for improving employee job satisfaction.

Interpersonal Conflict and Job Satisfaction

Based on the calculation results in Table 2, which tests the fourth hypothesis, namely that interpersonal conflict has a negative and significant effect on job satisfaction. The results of this study can be interpreted that interpersonal conflict experienced by employees at the Transportation Agency in NTB is something that can determine the job satisfaction of these employees, where the results show that the higher the interpersonal conflict experienced by employees at the Transportation Agency in NTB, the lower the job satisfaction of these employees. Conversely, if interpersonal conflict at the Transportation Agency in NTB is low, it will have an impact on increasing the job satisfaction of employees at the Transportation Agency in NTB.

Interpersonal conflict is a significant factor that can influence employee job satisfaction. This conflict can arise from differences in values, perspectives, personal goals, and communication styles between individuals within an organization (Jehn, 1995). In a work environment like the one at the NTB Transportation Agency, poorly managed interpersonal conflict can cause tension, decrease morale, and negatively impact employee job satisfaction. Conversely, conflict that is managed healthily can encourage constructive problem-solving and increase team productivity.

Job satisfaction, according to Robbins and Judge (2015), is an emotional response to a work situation that reflects the extent to which a person enjoys their job. Employees who experience minimal interpersonal conflict tend to have a harmonious work environment, resulting in positive emotions and higher job satisfaction. Conversely, if interpersonal conflict persists and remains unresolved, it can cause psychological stress and lower job satisfaction.

This aligns with research conducted by Kustini and Margaretha (2016), Dewi and Suartina (2019), Sari and Wahyudi (2020), and Prasetyo and Lestari (2021), which showed that interpersonal conflict has a significant negative impact on job satisfaction. Therefore, effective conflict management at the NTB Transportation Agency is a crucial factor in maintaining emotional stability and employee job satisfaction.

Job satisfaction and work productivity

Based on the calculations in Table 2, which tested the fifth hypothesis, it was found that job satisfaction has a positive and significant effect on work productivity among employees at the Transportation Agency in West Nusa Tenggara (NTB). This finding means that the higher the level of employee job satisfaction, the greater the resulting work productivity. In other words, when employees are satisfied with their jobs, including aspects of the job itself, coworkers, salary, and development opportunities, they will be motivated to work more efficiently and produce higher output.

Theoretically, Greenberg and Baron (in Handaru et al., 2013) explain that a positive attitude toward work (job satisfaction) is a crucial requirement for increasing productivity above established standards. Similarly, Robbins & Judge (2015) assert that employees with positive emotions tend to demonstrate higher productivity than less satisfied employees.

This finding is in line with the research results by Setiawan and Astuti (2021), Khalid and Omar (2020), Rahmawati and Sari (2019), and Firmansyah and Putri (2018) which show that job satisfaction has a positive and significant effect on employee productivity.

Thus, the NTB Transportation Agency management's focus on increasing satisfaction through the work itself, wages, promotions, supervisors and coworkers will be an effective strategy to increase employee work productivity in a sustainable manner.

Job Rotation and Work Productivity: The Mediating Role of Job Satisfaction

Based on the results of the path coefficient calculations in Table 3, which test the sixth hypothesis, namely that job satisfaction mediates the effect of job rotation on work productivity, the results of this study can be interpreted as meaning that good job rotation will have a positive impact on increasing employee job satisfaction, and ultimately will increase employee work productivity at the Transportation Agency in West Nusa Tenggara Province. The higher the employee job satisfaction, the greater the tendency of employees to increase productivity at work. Conversely, if job rotation is not implemented optimally, it will have an impact on low job satisfaction, which ultimately reduces employee work productivity at the NTB Transportation Agency.

Theoretically, Campion and Stevens (1994) stated that job rotation can increase employee motivation and job satisfaction by increasing the variety of skills and work experience. This is further supported by Hackman and Oldham's opinion in Robbins and Judge (2015), which states that task variation and role development through job rotation can increase the meaning of work, which results in higher satisfaction and performance.

Some key factors influencing positive perceptions of job rotation include the fit between skills and new tasks, the opportunity to learn new things, increased work experience and performance, and support from superiors and coworkers during the adaptation process. This demonstrates that job rotation not only provides variety in work but also opens up opportunities for employee self-development. High levels of job satisfaction have a positive impact in the form of increased employee productivity. Employees who are satisfied with their jobs tend to demonstrate better performance and exceed organizational expectations.

These findings align with research by Pratama and Widiastina (2020), Nurfadillah and Nugroho (2021), Lestari and Prabowo (2020), and Handayani and Saputra (2019), which showed that job rotation positively impacts job satisfaction and productivity, and that job satisfaction mediates the relationship between job rotation and productivity. Therefore,

appropriate and efficient implementation of job rotation has the potential to increase employee satisfaction and productivity.

Interpersonal Conflict and Work Productivity: The Mediating Role of Job Satisfaction

Based on the results of the path coefficient calculations in Table 3, which test the seventh hypothesis, namely that job satisfaction mediates the effect of interpersonal conflict on work productivity, this can be interpreted as meaning that high levels of interpersonal conflict will make employees feel dissatisfied at work. Feelings of dissatisfaction with their work will cause employees to decrease their productivity at the Transportation Agency in NTB. Conversely, low levels of interpersonal conflict will have an impact on increasing employee satisfaction. High levels of job satisfaction will increase employee productivity at the Transportation Agency in NTB.

In theory, interpersonal conflict is a form of conflict in relationships between individuals caused by differences in personality, values, or inconsistencies in work goals (Jehn, 1995). This type of conflict can trigger emotional tension, stress, and decreased concentration, which can lead to decreased motivation and job satisfaction. De Dreu and Weingart (2003) state that interpersonal conflict can disrupt group work and reduce work effectiveness if not managed properly. When conflict escalates, employees tend to feel uncomfortable and unmotivated in carrying out their tasks, negatively impacting work productivity.

In the context of public service organizations such as the NTB Transportation Agency, interpersonal conflict often arises from differences of opinion or a lack of effective communication between employees. Therefore, proper conflict management is crucial for creating a healthy work environment and supporting improved employee performance. This aligns with Kreitner and Kinicki's (2014) opinion that job satisfaction is an affective or emotional response to one's work, which can be influenced by the work environment, including relationships between employees.

With increased job satisfaction due to reduced interpersonal conflict, employees will feel more motivated to perform optimally and achieve established work targets. Robbins and Judge (2015) state that job satisfaction plays a crucial role in increasing employee morale and productivity. Employees who experience job satisfaction tend to demonstrate high levels of initiative, work with enthusiasm, and make maximum contributions to the organization's progress.

This finding aligns with research by Pratiwi and Hidayat (2021), Zulkarnaen and Fitriani (2020), Samosir and Wijayanti (2019), and Kurniawan and Lestari (2022), which showed that interpersonal conflict negatively impacts job satisfaction and productivity, with job satisfaction acting as a mediating variable in the relationship between interpersonal conflict and productivity levels. Therefore, effective interpersonal conflict management is crucial for improving employee satisfaction and productivity..

CONCLUSION

Based on the results of the discussion regarding the influence of job rotation and interpersonal conflict on work productivity with job satisfaction as an intervening variable at the Transportation Service in NTB, several conclusions can be drawn. The research demonstrates that job rotation has a positive and significant impact on increasing employee work productivity and job satisfaction. Job satisfaction is also confirmed to positively and

significantly mediate the influence of job rotation on work productivity. Conversely, interpersonal conflict is proven to have a negative and significant impact on both work productivity and employee job satisfaction. In this context, job satisfaction also negatively and significantly mediates the relationship between interpersonal conflict and work productivity. These findings underscore the direct, positive, and significant impact that job satisfaction has on work productivity.

For future researchers, it is recommended to include additional independent variables to better understand other factors that may influence work productivity. Furthermore, the use of mixed methods, which combines quantitative and qualitative data, is highly recommended for more comprehensive data collection.

REFERENCES

- Adiba, N. (2018). The Effect of Job Rotation on Employee Satisfaction and Performance. *Journal of Human Resource Management*, 6(2), 45–58.
- Adiwinata, R. (2014). Job Satisfaction and Employee Productivity. *Journal of Business Administration*, 10(1), 34–42.
- Adilla, S., & Budiono, B. (2022). The Effect of Job Rotation on Employee Performance Mediated by Job Satisfaction in Government Employees. *Journal of Management Science*, 10(1), 302–311.
- Agustina, F. (2024). Interpersonal Conflict and Its Influence on Work Productivity. *Journal of Applied Psychology*, 22(1), 65–74.
- Alfian, M. (2025). Job Rotation and Its Impact on Civil Servant Performance. *Journal of Public Administration*, 9(2), 90–102.
- Alger, N. E., & Stanley, D. (2007). *Conflict Management: A Systems Approach for People in Conflict*. HRD Press.
- Almigo, R. (2004). The Relationship between Job Satisfaction and Employee Work Productivity. *Journal of Economics and Business*, 2(1), 15–28.
- Ariani, S. (2020). The Effect of Job Rotation on Employee Productivity. *Journal of Human Resource Management*, 8(1), 112–123.
- Asepta, D., & Maruno, A. (2017). Census Research Methods and Their Implementation. *Scientific Journal of Management*, 5(2), 21–29.
- Aulia, F. (2024). Interpersonal Conflict and Employee Performance. *Journal of Organizational Behavior Management*, 10(1), 55–62.
- Campion, M. A., Cheraskin, L., & Stevens, M. J. (1994). Career-Related Antecedents and Outcomes of Job Rotation. *Academy of Management Journal*, 37(6), 1518–1542.
- De Dreu, C.K. W., & Gelfand, M. J. (2008). Conflict in the Workplace: Sources, Functions, and Dynamics Across Multiple Levels of Analysis. In CKW De Dreu & MJ Gelfand (Eds.), *The Psychology of Conflict and Conflict Management in Organizations* (pp. 3–54). Lawrence Erlbaum Associates.
- De Dreu, C.K.W., & Weingart, L.R. (2003). Task Versus Relationship Conflict, Team Performance, and Team Member Satisfaction: A Meta-analysis. *Journal of Applied Psychology*, 88(4), 741–749.
- Dessler, G. (2013). *Human Resource Management* (13th ed.). Pearson.
- Dewi, A. (2023). The Effect of Job Rotation on Employee Productivity. *Indonesian Journal of Economics and Business*, 11(1), 78–89.

- Fauzi, R. (2017). The Relationship between Job Rotation and Job Satisfaction. *Journal of Business Administration*, 4(2), 98–107.
- Farhan, M. (2023). The Effect of Job Rotation on Performance with Motivation as Mediator. *Journal of Human Resources and Organization*, 9(1), 44–53.
- Firmansyah, R., & Putri, S. (2018). Job Satisfaction and Employee Productivity. *Journal of Administrative Sciences*, 15(2), 33–45.
- Gasparz, V. (1998). *Total Quality Management*. Scholastic.
- Ghozali, I. (2020). *Multivariate Analysis Application with IBM SPSS 25 Program*. Diponegoro University Publishing Agency.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2009). *Organizations: Behavior, Structure, Processes* (14th ed.). McGraw-Hill.
- Handoko, TH (2011). *Personnel and Human Resource Management*. BPFE Yogyakarta.
- Handayani, T. (2019). The Influence of Interpersonal Conflict on Employee Performance. *Journal of Industrial Psychology*, 7(1), 22–30.
- Hasibuan, MSP (2010). *Human Resource Management*. Bumi Aksara.
- Hung, RY-Y., et al. (2013). Conflict Management and Organizational Performance. *Journal of Organizational Behavior*, 24(3), 247–265.
- Isbahi, M. B., Zuana, M. M. M. ., & Mariana, E. R. . (2022). The Technology Strategy in Website Communication Media in Improving Business Activities. *Majapahit Journal of Islamic Finance and Management*, 1(2), 126–138. <https://doi.org/10.31538/mjifm.v1i2.17>
- Isbahi, M. B., Zuana, M. M. M., & Toha, M. (2024). The Multi-Social Relation of the Cattle Industry in the Plaosan Subdistrict Animal Market of Magetan Regency. *Malacca: Journal of Management and Business Development*, 1(1), 31–46. <https://doi.org/10.69965/malacca.v1i1.51>
- Jain, S. (2017). Impact of Job Rotation on Employee Performance. *International Journal of Human Resource Studies*, 7(1), 13–25.
- Jehn, K. A. (1995). A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict. *Administrative Science Quarterly*, 40(2), 256–282.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The Job Satisfaction–Job Performance Relationship: A Qualitative and Quantitative Review. *Psychological Bulletin*, 127(3), 376–407.
- Kreitner, R., & Kinicki, A. (2014). *Organizational Behavior* (10th ed.). McGraw-Hill.
- Lusiana, D. (2023). Interpersonal Conflict and Its Impact on Productivity. *Journal of Human Resources*, 12(1), 91–100.
- Mafra, D. (2017). Work Satisfaction and Employee Output in the Public Sector. *Brazilian Journal of Business*, 8(2), 122–130.
- Mangkunegara, AAAP (2017). *Corporate Human Resource Management*. Rosdakarya Youth.
- Muayyad, M., & Gawi, H. (2017). The Relationship Between Job Satisfaction and Employee Performance: Empirical Evidence from Government Sector. *International Journal of Business and Management Review*, 5(5), 17–30.
- Nurdiana, F. (2011). The Effect of Job Rotation on Productivity with Job Satisfaction as an Intervening Variable. *Journal of Economics and Business*, 6(2), 67–76.

- Pratama, D., & Widiastina, R. (2023). Interpersonal Conflict and Its Effect on Productivity with Satisfaction as a Mediator. *Journal of Organization and Human Resources*, 11(2), 99–109.
- Qisti, N. (2021). Interpersonal Conflict and Job Satisfaction in Public Institutions. *Journal of Psychology*, 9(1), 41–50.
- Rahman, A. (2016). The Effect of Job Rotation on Job Satisfaction. *Journal of Administration and Management*, 10(3), 188–195.
- Rahmawati, Y. (2024). Job Rotation and Its Impact on Job Satisfaction. *Journal of Public Management*, 11(1), 25–32.
- Robbins, S. P., & Judge, T. A. (2006). *Organizational Behavior* (12th ed.). Pearson Education.
- Robbins, SP, & Judge, TA (2017). *Organizational Behavior* (16th edition). Salemba Empat.
- Robbins, S.P., & Judge, T.A. (2022). *Organizational Behavior* (18th ed.). Pearson.
- Rohmah, A., & Manzillatur, R. (2020). Job Satisfaction as an Intervening Variable in the Relationship between Job Rotation and Productivity. *Journal of Management and Business*, 8(2), 103–115.
- Said, M. (2017). The Influence of Job Satisfaction on Employee Performance. *Journal of Economics and Management*, 6(1), 73–81.
- Samosir, D., & Wasiman, H. (2024). Job Rotation and Civil Servant Work Productivity. *Journal of Public Administration*, 14(1), 22–30.
- Sastrihadiwiry, S. (2008). *Indonesian Workforce Management*. Bumi Aksara.
- Sedarmayanti. (2001). *Human Resource Management and Work Productivity*. Mandar Maju.
- Simanjuntak, PJ (2011). *Performance Management and Evaluation*. FE UI.
- Sutrisno, E. (2019). *Human Resource Management*. Prenada Media.
- Taufan, R. (2024). Job Rotation and Civil Servant Productivity. *Journal of Leadership and Human Resources*, 7(1), 33–44.
- Tirtana, G. (2023). The Impact of Interpersonal Conflict on Team Productivity. *Journal of Applied Psychology*, 13(1), 91–99.
- Toha, M., Zuana, M. M. M., & Isbahi, M. B. (2024). Acculturation of Mataraman Local Wisdom with Islamic Values: Implications for Social and Economic Development. *Danadyaksa: Post Modern Economy Journal*, 2(1), 33–47. <https://doi.org/10.69965/danadyaksa.v2i1.143>
- Warsi, M. (2019). The Effect of Job Rotation on Job Satisfaction in Public Sectors. *International Journal of Public Administration*, 6(1), 77–86.
- Wicaksono, A. (2006). Interpersonal Conflict and Employee Productivity. *Journal of Management*, 4(2), 22–35.
- Wijaya, F. (2015). Conflict and Job Satisfaction in Government Environments. *Journal of Public Management*, 3(1), 56–64.
- Winardi, J. (2004). *Organizational Theory and Organizing*. RajaGrafindo Persada.
- Yulianto, R. (2025). Interpersonal Conflict and Productivity: A Mediation Study of Job Satisfaction. *Journal of Occupational Psychology*, 11(2), 88–97.
- Zamroni, M. A., Toha, M., Zuana, M. M. M., & Baiqun Isbahi, M. (2023). Exploring Zakat Distribution Via Blockchain in Indonesia Perspective of Maslahah Mursalah Wahbah Zuhaili. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 6(3), 3544–3555. <https://doi.org/10.31538/ijse.v7i3.5821>