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## THE EFFECT OF JOB MUTATION, WORK ROTATION ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN PLN UP3 SITUBONDO



**Hotber Joy Hamonangan Sitanggang<sup>1</sup>**  
Universitas Gajayana, Malang, Indonesia  
[hotberjoy@gmail.com](mailto:hotberjoy@gmail.com)

**Sugeng Mulyono<sup>2</sup>**  
Universitas Gajayana, Malang, Indonesia  
[sugengmulyono@unigamalang.ac.id](mailto:sugengmulyono@unigamalang.ac.id)

**Jamal Abdul Nasir<sup>3</sup>**  
Universitas Gajayana, Malang, Indonesia  
[jamal@unigamalang.ac.id](mailto:jamal@unigamalang.ac.id)

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### Abstract

In the competitive global economy, optimizing human resource performance is crucial. Organizations frequently utilize job transfer and rotation policies to enhance adaptability and skills, yet their impact on employee performance remains inconsistent and warrants deeper investigation. This study aims to analyze the direct effects of job transfer and job rotation on employee performance, as well as their indirect effects through the intervening variable of job satisfaction at PT PLN UP3 Situbondo. A quantitative explanatory approach was employed, using a total sampling technique of 79 permanent employees. Data was collected via questionnaire and analyzed using Structural Equation Modeling (SEM) with the SmartPLS application. The results indicate that both job transfer and job rotation have a significant positive direct effect on employee performance. Furthermore, both variables also positively influence job satisfaction, which in turn significantly enhances performance. Importantly, job satisfaction is proven to act as a partial mediating variable in the relationship between both HR practices and employee performance. These findings emphasize the critical role of strategic implementation of transfer and rotation, supported by measures to increase job satisfaction, for improving overall employee productivity.

**Keywords:** Job Transfer, Job Rotation, Employee Performance, Job Satisfaction

## INTRODUCTION

In the competitive global economy, organizations are compelled to continuously adapt and enhance their human resource performance to maintain competitiveness. A widely implemented strategy involves dynamic employee management, including job transfer (*mutasi*) and job rotation (*rotasi*) policies. While intended to optimize skill distribution, reduce monotony, and build organizational capability, these practices often yield inconsistent outcomes on employee performance (Cherotich et al., 2021). This inconsistency presents a significant managerial challenge, as these interventions directly alter employees' work experience and psychological states. The core issue lies in understanding the complex mechanisms through which job transfers and rotations ultimately affect individual performance, especially in critical public service sectors where employee output directly impacts service quality and public trust (Nuutinen et al., 2022).

Current research presents contradictory findings on the impact of job transfers and rotations. Some studies indicate positive effects, linking job rotation to significant improvements in employee performance and satisfaction, particularly when viewed as a developmental opportunity (Syifa et al., 2023). Conversely, other research highlights potential negative consequences, framing frequent rotations as a hindrance stressor that can trigger anxiety, role conflict, and even counterproductive work behaviors if poorly managed (Al-Shboul et al., 2022). This divergence underscores that the influence is not linear and is heavily moderated by organizational context and intervening psychological variables. Recent trends increasingly apply frameworks like the Job Demands-Resources (JD-R) theory to analyze such policies, positioning them as factors that can be perceived either as challenging resources or hindering demands (Demerouti & Bakker, 2023).

This study is situated within PT PLN (Persero) UP3 Situbondo, a critical operational unit of Indonesia's state-owned electricity company serving the geographically diverse Tapal Kuda region in East Java. The performance of employees in this unit has a direct and immediate impact on service quality and the corporate image, as it is a frontline entity interfacing directly with consumers. This context is uniquely characterized by a high intensity of structural and operational interventions from headquarters, leading to more frequent personnel dynamics, including transfers and rotations, compared to other units (Jackson et al., 2023). Preliminary observations and informal interviews within this setting have already indicated varied employee responses to these policies, with some viewing them as developmental opportunities and others perceiving them as disruptive to job stability and personal life (Al-Shboul et al., 2022). This makes UP3 Situbondo a rich and relevant microcosm for examining the human resource dynamics in question.

The implementation of job transfer and rotation policies offers dual potential to act either as a challenging job demand or a valuable job resource. When perceived as a resource that provides growth, learning, and skill diversification, these policies can motivate employees and enhance performance through increased job satisfaction (Bakker & Demerouti, 2017). However, significant challenges arise when these policies are implemented in a top-down, abrupt manner without adequate preparation, transforming them into hindrance demands that cause stress, role conflict, and work-life imbalance (Wu et al., 2021). Key obstacles include employees' mental and skill unpreparedness for change, which can foster insecurity and dissatisfaction (Ahmadi et al., 2022). Overcoming these hurdles requires management to view these interventions not merely as administrative tools but as

processes necessitating psychological support, structured communication, and targeted training to harness their positive potential (Arnold & Rigotti, 2023).

Despite considerable research on job rotation, a clear literature gap exists in studies that simultaneously examine and compare the effects of job transfer (often involving geographical relocation) and job rotation (positional change within a location) on employee performance, as most prior work focuses on only one of these concepts (Firman et al., 2022). Furthermore, existing research frequently tests only direct relationships, lacking in-depth exploration of the underlying psychological mediating mechanisms, such as the role of job satisfaction (Mantouw et al., 2022). Additionally, empirical studies within the context of Indonesian state-owned enterprises (BUMN) in the vital public utility sector, particularly at the operational unit level, remain relatively scarce, limiting contextual understanding (Anadiyah & Hidayati, 2023). This study is therefore necessary to fill these gaps by proposing an integrated model that positions job satisfaction as a critical intervening variable, thereby providing more comprehensive and contextually grounded evidence for human resource management in similar organizations (Bakker et al., 2023).

## **REVIEW OF LITERATURE**

### **Job Demands-Resources (JD-R) Theory**

The Job Demands-Resources (JD-R) Theory provides a robust framework for understanding how workplace characteristics influence employee well-being and performance by categorizing them into demands and resources. Job demands refer to physical, psychological, or organizational aspects requiring sustained effort and potentially leading to strain, such as high workload and time pressure (Bakker & Demerouti, 2024).

Conversely, job resources are aspects that aid in achieving work goals, reduce demands, and stimulate growth, such as autonomy, social support, and adequate training (Bakker et al., 2023). This theory is particularly relevant for high-pressure environments like PT PLN UP3 Situbondo, as it helps analyze how policies like transfer and rotation can be perceived either as challenging demands that cause stress or as motivating resources that foster development, thereby influencing satisfaction and performance outcomes (Chuang et al., 2025).

### **Job Transfer**

Job transfer is a strategic human resource intervention involving the structural reallocation of employees, either vertically or horizontally, to meet organizational needs. In the context of modern HR practices, such transfers are integral to building adaptive organizational capabilities and facilitating human capital movement across different units or locations (Khan et al., 2025). However, the socio-economic context of the transfer location, especially in public utilities serving rural areas, significantly influences its impact on community stability and employee social integration (Purser et al., 2025). Effective leadership and psychological support during the transition are therefore critical, as adaptive leadership can help mitigate the emotional and relational disruptions that often accompany geographical relocation, framing the transfer as a developmental process rather than a mere administrative action (von Fircks, 2025).

### **Job Rotation**

Job rotation involves the planned horizontal movement of employees across different positions or departments within a set period to achieve human resource development and

operational goals. This strategy aims to diversify employee skills, prevent monotony, and enhance cross-functional knowledge sharing, which is crucial for operational resilience in sectors like electricity distribution (Battini et al., 2022). When integrated with technological support, such as human-robot collaboration models, rotation can also address ergonomic risks and optimize workload balance, though its application may be limited in less technologically advanced settings (Mura & Dini, 2022). However, if implemented without adequate mentoring or training, frequent rotation can become a hindrance stressor, increasing role conflict and potentially decreasing job satisfaction, highlighting the need for careful design and support mechanisms (Foroutan et al., 2021).

### **Employee Performance**

Employee performance is a critical outcome variable, encompassing both in-role tasks and extra-role contributions like innovation and teamwork. In dynamic sectors such as utilities, performance is increasingly evaluated through holistic frameworks that consider contextual factors, moving beyond traditional metrics to include resilience and work engagement, especially in remote or high-pressure work environments (Bledsoe, 2025). A decolonized perspective on management further emphasizes the need to integrate local cultural and socio-economic realities into performance evaluation systems to ensure they are fair and motivating (Fohim, 2025).

Ultimately, enhancing long-term performance is closely linked to improving employee employability through continuous learning and adaptive HR systems, ensuring the workforce remains competent and engaged amidst technological and market changes.

### **Job Satisfaction**

Job satisfaction, an effective and cognitive evaluation of one's work environment, is a key determinant of employee retention, productivity, and service quality. A comprehensive understanding in high-stress contexts like energy utilities requires integrating the classic Herzberg's Two-Factor Theory with the more dynamic Job Demands-Resources (JD-R) model to account for both motivational factors and the balance between work pressures and support systems (Purser et al., 2025). The role of leadership is paramount, as a positive organizational climate fostered by supportive and adaptive leadership can significantly buffer job demands and enhance overall job satisfaction (Fircks, 2025). Furthermore, in the era of digital transformation, maintaining satisfaction also depends on successfully managing the human-technology interface to ensure tools empower rather than overwhelm employees, thereby supporting their well-being and sustained performance (Khan et al., 2025).

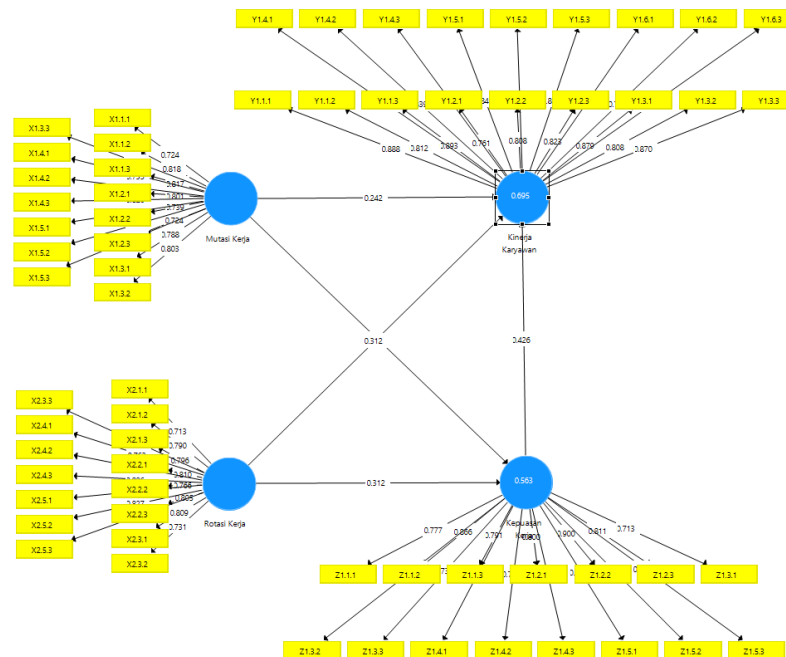
## **RESEARCH METHOD**

This research employs a quantitative explanatory design to examine the causal relationships between job transfer (X1), job rotation (X2), employee performance (Y), and job satisfaction (Z) as an intervening variable. The study is conducted at PT PLN (Persero) UP3 Situbondo, a strategic operational unit in East Java, with data collection scheduled over a six-month period from July to December 2025. The population consists of all 79 permanent employees across the main UP3 office and its five subordinate Customer Service Units (ULP). Given the finite and manageable population size, a total sampling technique is applied, meaning the entire population is included as respondents to ensure comprehensive data capture and homogeneity regarding exposure to the HR policies under investigation.

Data is collected exclusively through primary sources using a structured, self-assessment questionnaire based on a 5-point Likert scale. The instrument, comprising 25 questions across the four variables, is distributed online to all sampled employees. Data analysis is performed using SmartPLS software, utilizing a path analysis approach within the Structural Equation Modeling (SEM) framework. The analysis involves a two-stage process: first, assessing the outer measurement model for validity and reliability through convergent validity, discriminant validity, and composite reliability tests; second, evaluating the inner structural model to test the hypothesized direct and indirect paths, including the significance of the intervening effect of job satisfaction using bootstrapping methods.

## RESULTS AND DISCUSSION

Following the quantitative explanatory approach and the data analysis procedures outlined in the research method, this section presents the empirical findings of the study. The results from the Structural Equation Modeling (SEM) analysis using SmartPLS are detailed to examine the direct and indirect effects of job transfer and job rotation on employee performance, with job satisfaction as an intervening variable. The discussion interprets these findings in relation to the proposed hypotheses and the underlying theoretical framework, specifically the Job Demands-Resources (JD-R) theory, to provide meaningful insights into the human resource dynamics at PT PLN UP3 Situbondo.

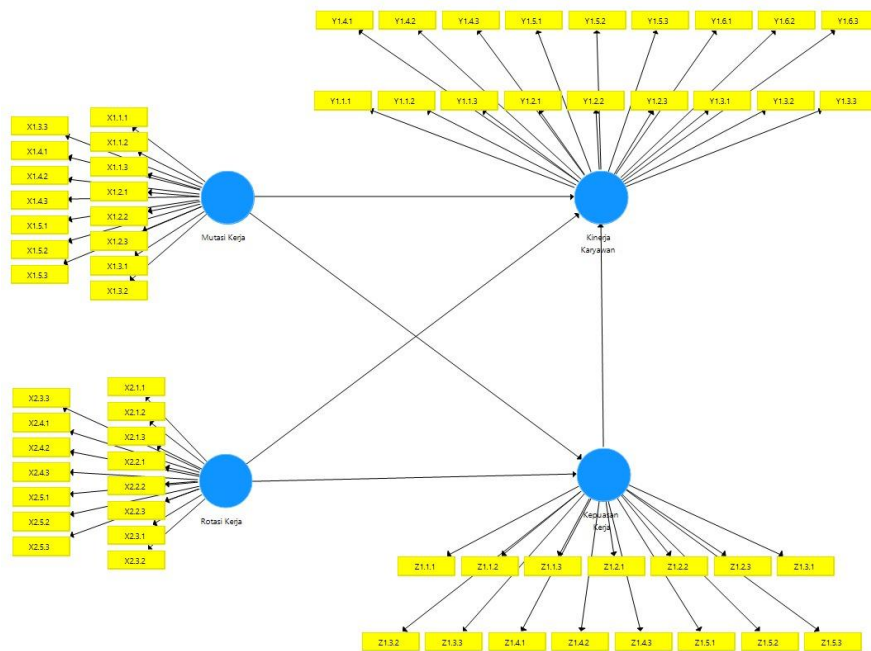


**Figure 1.**  
**Outer Model**

Source: Data processed by the author, 2025

Based on the outer model in the figure, it can be interpreted that all indicators in the Job Mutation, Job Rotation, Job Satisfaction, and Employee Performance constructs show good measurement quality. This can be seen from the outer loading values of the majority of

indicators that are above the threshold of 0.70, so that they can be declared valid in representing their respective latent variables. The indicators in the Job Mutation and Job Rotation constructs have a fairly strong and relatively even contribution, indicating consistency in respondents' perceptions of job placement and rotation policies. Meanwhile, the Job Satisfaction indicator shows high explanatory power for its construction, reflecting that aspects of satisfaction can be measured comprehensively. The Employee Performance Construct is also supported by significant and stable indicators, representing work performance in a representative manner. Overall, this outer model has met the criteria for convergent validity and construct reliability, so that the research instrument is declared suitable for use in structural analysis and further hypothesis testing.



**Figure 2.**  
**Inner Model**

Source: Data processed by the author, 2025

Based on the inner model in the figure, it can be interpreted that Job Mutation and Job Rotation play an important role in influencing Job Satisfaction and Employee Performance. The structural relationship shows that Job Transfer has a direct effect on Job Satisfaction and Employee Performance, indicating that job placement in line with competencies can increase employee satisfaction and performance. Job Rotation also has a direct effect on Job Satisfaction and Employee Performance, reflecting that task and work experience variation can reduce boredom and increase productivity. Additionally, Job Satisfaction acts as an intervening variable that strengthens the influence of Job Rotation and Job Transfer on Employee Performance. The positive direction of the relationship indicates that the better the job rotation and transfer policies implemented by the organization, the higher the level of satisfaction felt by employees, which ultimately impacts performance

improvement. Overall, this inner model emphasizes the importance of proper human resource management to drive sustainable employee performance.

**Table 1.**  
**Significance Test of Direct and Indirect Effects**

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Job Satisfaction -> Employee Performance	0.426	0.437	0.095	4.501	0.000
Job Transfer -> Job Satisfaction	0.559	0.570	0.078	7.144	0.000
Job Transfer -> Employee Performance	0.242	0.231	0.102	2.385	0.017
Job Rotation -> Job Satisfaction	0.312	0.308	0.092	3.399	0.001
Job Rotation -> Employee Performance	0.312	0.312	0.073	4.278	0.000
Job Transfer -> Job Satisfaction -> Employee Performance	0.238	0.249	0.064	3.720	0.000
Job Rotation -> Job Satisfaction -> Employee Performance	0.133	0.134	0.050	2.642	0.009

Source: Data processed by the author, 2025

**H1: Job transfers have an influence on employee performance**

This hypothesis is accepted. The analysis results show a path coefficient of 0.242 with a T-statistic value of 2.385 (>1.96) and a p-value of 0.017 (<0.05). This proves that job transfers indeed have a statistically significant positive influence on employee performance. Every increase in job transfers will contribute to an increase in employee performance, although the influence falls into the low category. This finding supports the theory that moving employees to more suitable positions can optimize their potential and productivity.

**H2: Job rotation has a positive influence on employee performance**

This hypothesis is strongly accepted. The data shows a path coefficient of 0.312 with a T-statistic of 4.278 and a p-value of 0.000. These values indicate that job rotation has a very significant positive influence on employee performance. The magnitude of this influence, which falls into the moderate category, shows that job rotation practices are effective in improving employee performance. This aligns with the theory stating that job variation through rotation can prevent burnout, enrich skills, and ultimately increase

productivity. Well-planned implementation of rotation can be an effective strategy for human resource development.

**H3: Job transfers have a positive influence on job satisfaction**

This hypothesis is very strongly accepted. With a path coefficient of 0.559, a T-statistic of 7.144, and a p-value of 0.000, job transfers are proven to have the most dominant positive influence on job satisfaction. The magnitude of this influence, which falls into the strong category, confirms that job transfers are a very important predictor for employee job satisfaction. This can be explained through job fit theory, where appropriate transfers allow employees to occupy positions that match their competencies and interests, thereby increasing intrinsic satisfaction. Organizations can utilize this finding in designing career development programs.

**H4: Job rotation has a positive influence on job satisfaction**

This hypothesis is accepted. The analysis results show a path coefficient of 0.312 with a T-statistic of 3.399 and a p-value of 0.001, which proves a statistically significant positive influence. Although smaller than the influence of job transfers, job rotation still makes an important contribution to increasing job satisfaction. This supports the theory that job variation through rotation can reduce monotony and increase employee engagement. Structured implementation of rotation can create a more dynamic and challenging work environment, which ultimately increases job satisfaction. This finding reinforces the importance of diversifying work experience.

**H5: Job satisfaction has a positive influence on employee performance**

This hypothesis is very strongly accepted. With a path coefficient of 0.426, a T-statistic of 4.501, and a p-value of 0.000, job satisfaction is proven to have a very significant positive influence on employee performance. The magnitude of this influence, which falls into the moderate-strong category, supports the fundamental theory of the relationship between satisfaction and performance. Satisfied employees tend to be more motivated, committed, and contribute maximally to the organization. This finding confirms the importance of creating a work environment that promotes satisfaction as a basis for achieving optimal performance. Investing in improving job satisfaction will have direct implications for increased productivity.

**H6: Job satisfaction acts as an intervening variable between the influence of job transfers and employee performance.**

This hypothesis is strongly accepted. The analysis results show an indirect influence coefficient of 0.238 with a T-statistic of 3.720 and a p-value of 0.000. These values prove that job satisfaction plays a significant mediating role in the relationship between job transfers and employee performance. The magnitude of this mediation effect falls into the significant category, indicating that part of the influence of job transfers on employee performance is transmitted through increased job satisfaction. This finding is consistent with the theory stating that appropriate job transfers can increase employee satisfaction through more suitable position placement, which ultimately impacts performance improvement.

**H7: Job satisfaction acts as an intervening variable between the influence of job rotation and employee performance.**

This hypothesis is accepted. The analysis shows an indirect influence coefficient of 0.133 with a T-statistic of 2.642 and a p-value of 0.009. Although smaller than the mediation effect for job transfers, these values still meet the criteria for statistical significance. This

proves that job satisfaction also plays a significant, though partial, mediating role in the relationship between job rotation and employee performance. This finding supports the theory that job rotation can enhance work experience and variety, which in turn increases job satisfaction, and finally contributes to improved performance.

## CONCLUSION

Based on the comprehensive analysis conducted in this study, it can be concluded that both job transfer and job rotation policies serve as significant human resource instruments that positively influence employee performance at PT PLN UP3 Situbondo. The findings confirm that job transfer has a direct, statistically significant effect on performance, while job rotation demonstrates an even stronger positive impact. Furthermore, both interventions exert a substantial positive influence on employee job satisfaction, with job transfer being the most dominant predictor. Crucially, the research validates that job satisfaction acts as a key intervening mechanism, partially mediating the relationship between these HR practices and enhanced employee performance. This underscores that the benefits of transfers and rotations are not only operational but also psychological, channeled through increased employee contentment.

The implications of these conclusions are clear for managerial practice. To optimize employee performance, management should implement job transfer and rotation policies strategically, ensuring they are perceived as developmental opportunities rather than disruptive demands. This involves aligning transfers with employee competencies and career aspirations to maximize job fit and satisfaction. Simultaneously, job rotations should be well-structured, supported by adequate training and communication, to reduce uncertainty and role conflict. Ultimately, by fostering job satisfaction through these tailored HR interventions, organizations can unlock higher levels of employee productivity, commitment, and overall organizational effectiveness, thereby creating a sustainable competitive advantage in the dynamic public utility sector.

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