

## EMPLOYEE TRANSFER STRATEGY, CASE STUDY: PT. KERETA API INDONESIA (PERSERO) HEAD OFFICE



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### Abstract

Employee transfer is an important human resource management practice in large organizations, yet its implementation often presents managerial and employee-related challenges. In state-owned enterprises, transfer strategies are intended to support organizational needs and employee career development, but empirical evidence on how these strategies operate in practice remains limited. This study examines the employee transfer strategy at the Head Office of PT Kereta Api Indonesia (Persero). Using a qualitative case study approach, data were collected through in-depth interviews with two human resource personnel and five transferred employees, supported by document analysis. Data credibility was ensured through triangulation, and thematic analysis was applied to interpret the findings. The results indicate that employee transfer strategies are formulated based on organizational needs, employee competencies, and career development considerations, and are implemented through structured administrative procedures and performance-based evaluations. However, challenges persist related to communication clarity and alignment between policy and practice. The study contributes to human resource management literature by positioning employee transfer as a dynamic strategic process rather than a purely administrative mechanism, particularly within state-owned enterprises, and offers practical insights for improving transfer effectiveness.

**Keywords:** Employee Transfer, Strategic Human Resource Management, Transfer Policy, Internal Mobility, Transfer Evaluation, State-Owned Enterprise

## INTRODUCTION

Employee transfer constitutes a strategic component of human resource management in large and complex organizations, particularly in state-owned enterprises with geographically dispersed operations. Properly designed transfer systems are expected to support organizational flexibility, enhance employee competencies, and contribute to sustained organizational performance. The importance of employee transfer within human resource management is widely recognized, as it directly affects employee motivation, work enthusiasm, and performance satisfaction (Diamantidis & Chatzoglou, 2019). Transfers are also intended to enhance employee competencies in new positions and may function as a form of reward within career development systems (Firmansyah et al., 2022).

However, empirical studies on employee transfer practices have predominantly emphasized their functional or administrative aspects, focusing on efficiency, workload distribution, or career rotation outcomes. As a result, limited attention has been given to how transfer strategies are formulated, implemented, evaluated, and monitored as an integrated human resource management process, particularly within public sector organizations. This limitation is compounded by conceptual ambiguity in the literature. While some studies conceptualize employee transfers as developmental tools and mechanisms for career enrichment, others highlight their potential negative consequences. Transfers often involve movement to less preferred positions, which may lead to decreased job satisfaction and declining performance, ultimately affecting both individual and organizational outcomes when transfers are poorly communicated or perceived as punitive (Gurkov et al., 2012).

Most existing studies rely on quantitative approaches that primarily measure post-transfer outcomes, leaving employees' lived experiences, perceptions, and interpretations of the transfer process insufficiently explored. This gap limits a comprehensive understanding of employee transfers as dynamic organizational practices rather than static administrative decisions.

Within the Indonesian context, empirical research on employee transfer strategies in state-owned enterprises remains limited, particularly studies that focus on transfer practices at the organizational core, such as headquarters, where strategic human resource decisions are formulated and disseminated to regional units. PT Kereta Api Indonesia (Persero) represents a meaningful case in this regard. As one of Indonesia's largest state-owned enterprises in the transportation sector, PT KAI operates a complex organizational structure, manages a large and diverse workforce, and plays a crucial role in public service delivery. The Head Office of PT KAI is responsible for formulating strategic human resource policies, including employee transfer decisions that directly influence organizational effectiveness and employee career trajectories.

Despite having formalized regulations, a dedicated employee transfer unit, and structured administrative procedures, PT KAI continues to face practical challenges in implementing employee transfers. These challenges include delays in information dissemination, limited inter-unit communication, perceived mismatches between employee competencies and new positions, and insufficient clarity regarding the rationale behind transfer decisions. Instances of negative outcomes related to employee transfers have been observed across various KAI offices associated with the Head Office, indicating a broader issue affecting human resource management and organizational development within the company. Such conditions suggest that employee transfers at PT KAI cannot be fully

understood merely as administrative processes, but rather as complex organizational practices that intersect with employee motivation, morale, and perceptions of fairness.

Responding to these gaps, this study aims to explore the experiences of personnel at PT Kereta Api Indonesia (Persero) in relation to employee transfers. Utilizing a qualitative approach, the research examines how PT KAI formulates transfer plans and policies, implements transfer strategies, conducts evaluations, and monitors transfer activities, while capturing employees' experiences and interpretations throughout the process. By addressing both managerial and employee perspectives, this study seeks to clarify the strategic role of employee transfers within human resource management and to contribute empirical insights that address existing conceptual ambiguities identified in prior studies (Diamantidis & Chatzoglou, 2019; Firmansyah et al., 2022; Gurkov et al., 2012).

By positioning PT KAI as a strategic and organizationally significant case, this study contributes to a deeper understanding of employee transfer practices in large public organizations. The findings are expected to demonstrate that employee transfers extend beyond positional reassignment, influencing psychological, social, and motivational dynamics in the workplace, and ultimately shaping human resource effectiveness and public service quality.

## **REVIEW OF LITERATURE**

### **Human Resource Management**

Human Resource Management (HRM) is a strategic organizational function aimed at managing human capital to achieve organizational effectiveness and sustainability. In contemporary organizations, HRM has shifted from an administrative orientation toward a strategic role that aligns human resource practices with organizational objectives (Pfeffer, 1998; Diamantidis & Chatzoglou, 2019). This strategic orientation emphasizes the importance of employee capability development, workforce flexibility, and performance optimization.

In large organizations, particularly state-owned enterprises, HRM plays a crucial role in managing internal workforce mobility to ensure that employee placement aligns with operational demands. Effective HRM practices enable organizations to balance organizational needs with employee development through structured mechanisms such as training, promotion, and employee transfer (Firmansyah et al., 2022).

### **Employee Transfer**

Employee transfer refers to the reassignment of employees from one position, unit, or location to another within the same organization. Traditionally, employee transfer was viewed as an administrative response to staffing needs. However, recent literature recognizes employee transfer as a strategic HR practice that influences employee motivation, job satisfaction, and performance (Prince, 2005; Gurkov et al., 2012).

Research indicates that employee transfers can enhance organizational adaptability and employee skill development when managed appropriately. Conversely, transfers that are perceived as unclear or misaligned with employee competencies may result in dissatisfaction and decreased performance (Gurkov et al., 2012). This suggests that employee transfer is a multifaceted process requiring strategic planning and transparent communication.

### **Employee Transfer Strategy**

Employee transfer strategy refers to the planned and systematic approach used by organizations to manage employee movement in alignment with strategic objectives. From a

strategic HRM perspective, transfer strategies are designed to support organizational agility while facilitating employee career development (Diamantidis & Chatzoglou, 2019).

Employee transfer strategies commonly include promotion, rotation, and demotion. Rotational transfers are often implemented as developmental tools to broaden employee competencies and organizational understanding, while promotions are used to recognize performance and readiness for greater responsibility (Van Wyk et al., 2018; Tumipa & Rumokoy, 2018). However, the literature cautions that transfer strategies lacking strategic clarity may lead to uncertainty and resistance among employees, thereby undermining their effectiveness (Saravanan et al., 2017).

### **Employee Transfer Policies**

Employee transfer policies provide formal guidelines that regulate how transfer processes are conducted within organizations. Clear and transparent policies are essential to ensure fairness, consistency, and legitimacy in employee transfer decisions (Firmansyah et al., 2022). Policy frameworks typically include criteria related to performance assessment, competency standards, tenure, and organizational needs.

In public and state-owned organizations, employee transfer policies are often formulated through top-down governance structures to ensure procedural compliance and administrative control. While such approaches enhance consistency, they may limit employee participation in decision-making processes, potentially reducing employee acceptance and psychological ownership of transfer outcomes (Davis & Thompson, 2024).

### **Employee Transfer Implementation**

Employee transfer implementation refers to the execution of transfer strategies through operational procedures and administrative mechanisms. Effective implementation requires coordination between human resource units, receiving departments, and transferring employees. Formal mechanisms such as performance evaluations, digital administrative systems, and official transfer notifications support procedural consistency and accountability (Sekaran & Bougie, 2016).

However, implementation effectiveness is not solely determined by formal systems. Informal communication between supervisors and employees plays a critical role in preparing individuals for transfer and facilitating psychological adjustment (Zikmund & Babin, 2010). Variations in implementation quality may lead to differing employee experiences and outcomes, even within the same organizational policy framework.

### **Employee Transfer Evaluation**

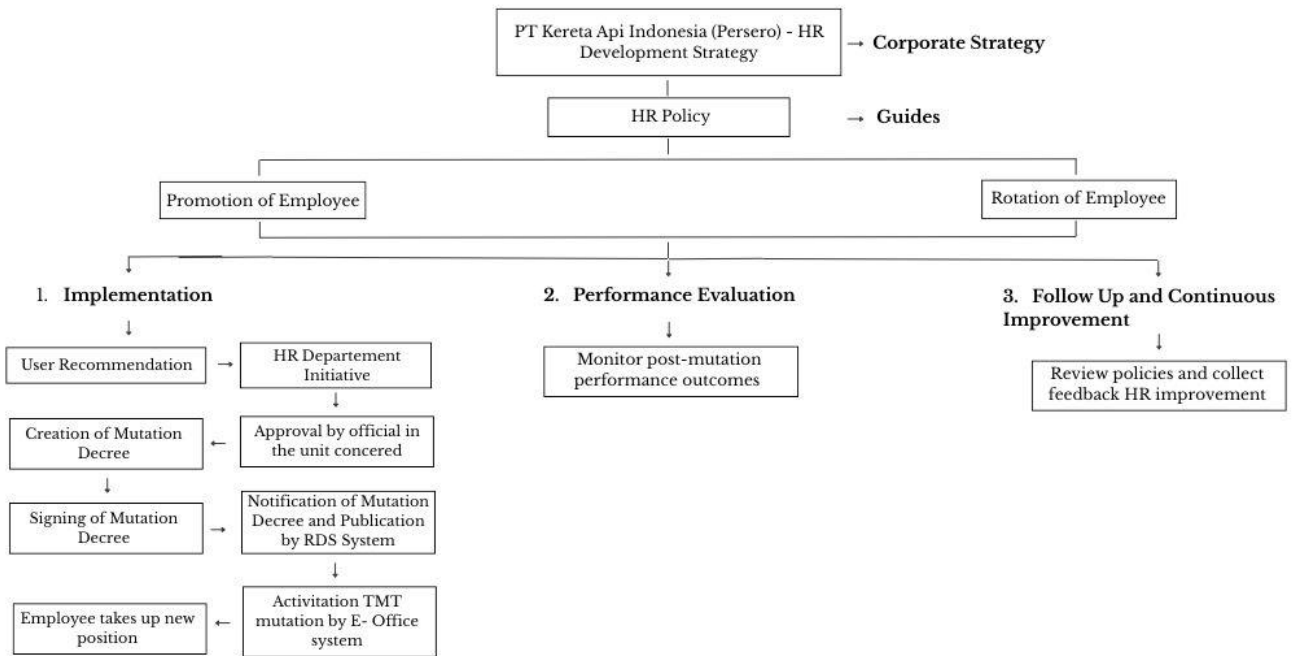
Employee transfer evaluation involves assessing the effectiveness of transfers after implementation. Evaluation practices commonly focus on post-transfer performance indicators, including productivity, task achievement, and supervisor assessments (Negara, 2014). Performance-based evaluations help organizations determine whether transfers have achieved their intended objectives.

Nevertheless, recent studies emphasize the importance of incorporating broader evaluation dimensions, such as employee adaptation, learning integration, and job satisfaction. Van Wyk et al. (2018) argue that neglecting adaptation-related evaluation may obscure underlying challenges faced by transferred employees. Comprehensive evaluation frameworks are therefore necessary to capture both organizational and individual outcomes of employee transfer.

### Follow-up Actions for Employee Transfer Strategy

Follow-up actions are critical components of employee transfer strategies that support employee adaptation and long-term performance. These actions may include mentoring, training, peer support, and role adjustment based on evaluation outcomes. Continuous development initiatives reinforce employee capability and facilitate successful integration into new roles (Saravanan et al., 2017).

Although follow-up practices are often decentralized and informal, literature highlights their significance in sustaining employee motivation and performance after transfer. Supportive supervision and ongoing learning opportunities contribute to positive transfer outcomes and strengthen organizational commitment (Van Wyk et al., 2018).



### RESEARCH METHOD

This study employs a qualitative research approach to examine employee transfer practices at the Head Office of PT Kereta Api Indonesia (Persero). Qualitative methodology is appropriate for exploring the nature of organizational phenomena by capturing their characteristics, contextual conditions, and participants’ perceptual perspectives without emphasizing frequency or causal relationships in a linear manner (Philipsen & Vernooij-Dassen, 2007). This approach enables an in-depth understanding of how employee transfer strategies are designed, implemented, and experienced within their real organizational context.

The unit of analysis consists of organizational actors who have a direct role in or experience with employee transfer processes. These actors include human resource management personnel responsible for transfer administration and employees who have undergone transfers, as they possess relevant knowledge and firsthand insight into the phenomenon under investigation (DeCarlo, 2018; Yin, 2014). Focusing on these actors allows the study to capture both managerial and employee perspectives regarding transfer practices.

Data were collected using multiple methods to ensure comprehensive and credible findings (Sekaran & Bougie, 2016). Observation was conducted to understand organizational conditions and work environments related to employee transfer practices without direct intervention from the researcher (Creswell, 2013). Semi-structured interviews served as the primary data collection method, enabling the researcher to obtain detailed information regarding participants' experiences, interpretations, and challenges associated with employee transfers through direct, face-to-face interaction (Zikmund & Babin, 2010; Easwaramoorthy & Zarinpoush, 2016). A purposive sampling technique was applied to select respondents who were directly involved in or affected by employee transfer decisions. Interviews were conducted at the respondents' offices based on prior scheduling and informed consent. To ensure confidentiality and support systematic qualitative analysis, each participant was assigned a unique identification code. Documentation, including internal policies, reports, and organizational records, was also reviewed to complement and verify data obtained from interviews and observations (Lüpke, 2014). The profile of interview participants involved in this study is summarized in Table 1.

**Table 1. Interview List**

<b>Code</b>	<b>Position</b>
TR1-TR13	Employee transfer Administration Manager
AH1-AH14	Employee transfer Administration Specialist
AW1-AW12	Transferred Employee Internal Audit to Risk Analyst Lv.2
AS1-AS12	Transferred Employee Specialist Non Train Crew Planning to Quality Controller Operational Daop 4
HF1-HF12	Transferred Employee Head Office to Public Relation
LY1-LY12	Transferred Employee Head Office to KCI
SF1-SF12	Transferred Employee Risk Analyst Lv.2 to Risk Analyst Lv.1

Data analysis followed the interactive model proposed by Miles and Huberman, which consists of data reduction, data display, and conclusion drawing and verification. Data reduction involved selecting, focusing, and simplifying raw data obtained from interviews,

observations, and documents to identify key themes related to employee transfer strategies. Data display was conducted by organizing the reduced data into structured narrative descriptions and thematic matrices to facilitate interpretation and pattern recognition. Conclusions were drawn and continuously verified through iterative comparison across data sources to ensure analytical rigor and consistency.

The trustworthiness of the study was ensured through credibility, dependability, confirmability, and transferability. Credibility was enhanced through source and technique triangulation by comparing information obtained from different participants and data collection methods (Sugiyono, 2008; 2012). Dependability was supported by maintaining consistency in research procedures and systematically documenting the research process (Laprie, 1992). Confirmability was addressed by minimizing researcher bias through reflective notes and cross-checking findings against empirical evidence from multiple data sources (Lincoln & Guba, 1985). Transferability was facilitated by providing detailed descriptions of the research context and participant characteristics, enabling readers to assess the applicability of the findings to similar organizational settings (Bitsch, 2005).

## RESULTS AND DISCUSSION

This section presents and discusses the findings of the study based on interview data and documentation obtained during the internship at the Head Office of PT Kereta Api Indonesia (Persero). The discussion is organized to reflect the stages of employee transfer strategy, namely strategy formulation, policy, implementation, evaluation, and follow-up actions. The findings are interpreted through the lens of strategic human resource management and compared with relevant theories and previous studies

### Employee Transfer Strategy at PT Kereta Api Indonesia (Persero)

The findings indicate that employee transfer at PT Kereta Api Indonesia (Persero) is strategically designed to address organizational needs while supporting employee career development. Transfers are categorized into promotion, rotation, and demotion, each serving different strategic purposes. This finding supports the strategic human resource management perspective, which views internal mobility as a tool for aligning workforce capabilities with organizational objectives (Diamantidis & Chatzoglou, 2019).

**Table 2.**

**Types of Employee Transfer at PT Kereta Api Indonesia (Persero)**

Type of Transfer	Purpose	Key Criteria	Data Source
Promotion	Career development and leadership preparation	Assessment results, tenure, performance	HR interviews
Rotation	Skill enrichment and exposure to different functions	Competency match, organizational needs	HR interviews
Demotion	Performance	Performance	HR interviews

	correction or disciplinary action	records, policy provisions	
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Unlike the findings of Gurkov et al. (2012), which emphasize negative employee responses to involuntary transfers, employees at PT KAI generally perceived transfers as developmental opportunities, particularly when preceded by informal communication with supervisors. This suggests that communication clarity moderates employee perceptions of transfer outcomes.

**Employee Transfer Policy Framework**

Employee transfer policies at PT KAI are governed by collective labor agreements and internal director regulations. These policies emphasize objectivity, fairness, and compliance with organizational standards. The findings align with Firmansyah et al. (2022), who argue that transparent and competency-based policies enhance employee trust in HR systems. However, consistent with Davis and Thompson (2024), the top-down nature of policy formulation limits employee participation, potentially reducing psychological ownership of transfer decisions.

**Implementation of Employee Transfer**

Implementation of employee transfer strategies involves both formal administrative procedures and informal preparatory communication. Formal mechanisms include performance assessments, digital administrative systems, and official transfer decrees. Informal discussions between supervisors and employees play a crucial role in preparing employees psychologically for transfer.

**Table 3.**  
**Employee Transfer Implementation Mechanism**

Stage	Description	Evidence
Pre-transfer	Informal discussion and preliminary alignment	Employee interviews
Decision	Issuance of official transfer decree	HR documentation
Adjustment	On-the-job adaptation in new role	Employee interviews

This hybrid approach supports findings by Zikmund and Babin (2010), who emphasize the importance of communication in organizational transitions. However, variations in implementation quality across units indicate inconsistency in employee experience.

**Evaluation of Employee Transfer**

Evaluation of employee transfer effectiveness at PT KAI is primarily performance-oriented. Supervisors assess transferred employees using Key Performance Indicators (KPIs), focusing on task completion, work discipline, and adaptation to new responsibilities.

**Table 4.**  
**Evaluation Indicators for Employee Transfer**

Evaluation Aspect	Indicator	Evaluator
Performance	Task completion and productivity	Supervisor
Adaptation	Speed of adjustment to new role	Supervisor and employee
Work behavior	Discipline and initiative	Supervisor

While this approach aligns with Negara (2014), which emphasizes performance-based evaluation, it contrasts with Van Wyk et al. (2018), who advocate for broader evaluation frameworks incorporating employee satisfaction and learning integration. The absence of standardized post-transfer evaluation tools limits comprehensive assessment.

**Follow-Up Actions after Employee Transfer**

Follow-up actions at PT KAI are decentralized and largely dependent on unit-level initiatives. These actions include mentoring, on-the-job training, and informal peer support.

**Table 5.**  
**Follow-Up Actions after Employee Transfer**

Follow-Up Action	Responsible Actor	Purpose
Mentoring	Supervisor	Facilitate adaptation
Training	HR unit	Skill alignment
Peer support	Work team	Social integration

These findings extend Saravanan et al. (2017) by demonstrating that informal support mechanisms can effectively complement formal HR practices. However, the lack of standardized follow-up programs may result in unequal support across units.

**Theoretical and Managerial Implications**

The findings contribute to human resource management theory by demonstrating that employee transfer effectiveness is shaped not only by formal policy but also by informal communication and decentralized follow-up actions. This study proposes an integrated employee transfer strategy model in which strategic planning, policy clarity, implementation quality, evaluation mechanisms, and follow-up support interact to influence employee performance and organizational effectiveness.

From a managerial perspective, PT KAI may enhance transfer outcomes by strengthening communication prior to transfer, formalizing post-transfer evaluation frameworks, and standardizing follow-up support mechanisms.

## CONCLUSION

This study finds that the employee transfer strategy at the Head Office of PT Kereta Api Indonesia (Persero) is designed as a strategic human resource management mechanism rather than a purely administrative practice. Transfers are implemented through promotion, rotation, and demotion, guided by competency mapping, performance assessments, and organizational needs. The strategy is supported by formal policies under the Perjanjian Kerja Bersama (PKB) and Peraturan Direksi, ensuring procedural fairness and accountability. Implementation combines structured administrative systems with informal communication at the unit level, which plays a crucial role in shaping employee perceptions. Evaluation practices remain predominantly performance-oriented, relying on KPIs and supervisor assessments, while post-transfer follow-up actions are largely decentralized and informal, driven by mentoring and peer support within units.

### Theoretical and Practical Contributions

Theoretically, this study contributes to the human resource management literature by conceptualizing employee transfer as a dynamic and integrated HR process that encompasses strategy formulation, policy design, implementation, evaluation, and follow-up actions. By incorporating employees' experiences, the findings help address conceptual ambiguities in prior studies that alternately frame transfers as developmental tools or sources of dissatisfaction (Diamantidis & Chatzoglou, 2019; Gurkov et al., 2012). Practically, the study provides insights for state-owned enterprises by highlighting the importance of communication clarity, balanced evaluation mechanisms, and structured post-transfer support to enhance both organizational effectiveness and employee development.

### Recommendations for Future Research

Future studies are encouraged to expand this research by adopting comparative case studies across different state-owned enterprises or regional units to examine contextual variations in transfer practices. Quantitative or mixed-method approaches may also be employed to assess the long-term impact of employee transfers on job satisfaction, motivation, and performance outcomes. Additionally, further research could explore the role of formalized follow-up and adaptation frameworks in strengthening the developmental function of employee transfers within public sector organizations.

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