

# **IMPROVING WORK PERFORMANCE WITH THE INFLUENCE OF ROTATION THROUGH WORK ENTHUSIASM AND MOTIVATION IN THE HOUSING, RESIDENTIAL AND DEFENSE AREA SERVICES OF BULELENG REGENCY**

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*Submitted: 30-06-2023, Revised: 18-08-2023, Accepted: 06-10-2023*

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## **ABSTRACT**

*This study aims to determine the increase in work performance with the influence of rotation through work enthusiasm and motivation in the housing, settlement and defense areas of Buleleng Regency. The population and sample in this study were 92 employees at the Housing, Settlement and Defense Areas Office of Buleleng Regency. The data analysis technique used in this research is Structural Equation Modeling (SEM) based on variance SEM, which is well known as Partial Least Square (PLS) visual version 3.0. The results of this study indicate that rotation has a direct influence on morale at the Housing, Settlement and Defense Areas Services in Buleleng Regency. Rotation has a direct influence on motivation in the Housing, Residential Areas and Defense Services of Buleleng Regency. Rotation has a direct influence on work performance at the Housing, Settlement and Defense Areas Office of Buleleng Regency. Morale has a direct influence on work performance at the Housing, Settlement and Defense Areas Office of Buleleng Regency. Motivation has a direct influence on work performance at the Housing, Settlement and Defense Areas Office of Buleleng Regency. Rotation has a direct influence on work performance with work enthusiasm as an intervening variable at the Housing, Residential and Defense Areas Office of Buleleng Regency. Rotation has a direct influence on work performance with motivation as an intervening variable at the Housing, Residential and Defense Areas Office of Buleleng Regency.*

**Keywords:** *Job Performance, Rotation, Morale and Motivation*

## **1. PREFACE**

### **Introduction**

An organization must continuously keep up with these changes as times evolve to survive the intense competition. An organization's outcomes are inseparable from its human resources involvement. Employees are a vital resource for an organization. Thus, they must be monitored appropriately. Employees are often expected to work ideally to fulfill the goals set by the institution or organization. Human resources determine the success or failure of an organization, as those who complete the tasks greatly influence others. Organizations are expected to have the option to oversee their existing assets and can anticipate organizational support. An important aspect that organizations must consider is the execution of their employees' tasks. Work performance achieved during employment is one of the crucial elements within an organization. A good performance from an employee can help an organization maintain its presence and support success in achieving the predetermined organizational goals from the start. Therefore, an organization should pay more attention to its employees' work performance, especially those whose performance falls below the standards set by the organization. Work performance is vital for an individual's speed in tasks that combine their work (Lanudi, 2020). Work performance is the capacity to enhance work

efficiency results to a better level than newly achieved (Damanik & SE, 2018). The issue of work performance arises as each employee has different abilities and readiness in carrying out their tasks, and suboptimal employee execution significantly affects organizational productivity. When employee tasks are not optimized, it leads to regression and the inability to fulfill what has been determined by leadership, so the government must focus more on work performance, as seen from the results produced by its employees. Human resources with below-standard performance will impact the organization's work performance, and leadership needs to be continuously nurtured and directed to support the organization's success in achieving its objectives. Expanding employees' performance will ultimately impact the organization. Efforts to develop employee work performance can be carried out through rotation, a rotation facilitated by organizational leadership.

Based on Novika's research (2018), it is stated that rotation significantly influences work performance it possesses. Rotation involves the exchange of positions, moving from one job to another as determined, to shape and expand the capabilities of the respective employee, enabling them to understand each job within the organizational environment well (Fahmi, 2017). Rotation is the most common way to move someone from one job to another, utilized to eliminate the monotony of routine tasks carried out by employees (Megantara et al., 2019). Work rotation can affect an employee's state when facing tasks, which may hinder the achievement of optimal job outcomes or anticipated task executions. This can either advance or harm the organization. Issues related to employee work rotation are seen in the difficulty employees face in adjusting to a different work environment. Such issues can impact performance or results, leading to suboptimal performance. The work rotation leaders implement for employees will unquestionably directly influence the organization where they are employed. Apart from rotation, the reasons for enhancing or reducing employee work performance include motivation to work.

Work motivation is a tendency related to a condition reflecting an alternate reality or an individual's behavior that drives them to complete tasks better and with more enthusiasm, aiming to achieve predetermined main objectives. Work motivation is an individual's desire and honesty in competently managing their business and staying focused on achieving the highest work performance (Hasibuan Malayu, 2019). Work motivation is the psychological mentality of an individual or a group, indicating their enthusiasm for carrying out their tasks. Thus, they are driven to choose cooperation and have the option to complete tasks promptly, feeling a sense of obligation toward the assigned work (Subiantoro et al., 2019). The work enthusiasm of employees is highly crucial for institutions/organizations as it directly relates to the entire sequence of activities and functional implementation within the organization/office. Work enthusiasm indicates how employees complete tasks assigned by the organization. Issues related to employees' work enthusiasm can be observed through their habits in carrying out their tasks. Employees who are rotated to new positions tend to experience a decline in their enthusiasm, reflected in their inability to complete tasks on time. According to research conducted by Subiantoro et al. (2019), it is stated that the work enthusiasm provided by leaders to employees will influence employees' job performance. This description illustrates the significance of work enthusiasm for an organization, as it helps it achieve its goals. Employee work enthusiasm is expected to enhance performance and improve job outcomes.

The motivation that employees possess while working also impacts the work performance they achieve. In their research, Damanik and SE (2018) assert that explicit motivation provided to employees significantly affects the work performance of all staff. Motivation is

the desire to exert high effort to achieve organizational goals, driven by the capacity to fulfill various individuals' needs (Robbins & Coulter, 2017). Motivation is the primary driving force that instills enthusiasm in individuals' work, prompting them to collaborate, work effectively, and invest their efforts to achieve satisfaction (Bukit et al., 2019). The organization where employees work can be influenced by the strong motivation displayed by those employees in their tasks. Therefore, the workforce and employee motivation's significance in task completion is vital. Additionally, implementing rotation or shifting by leaders aims to prevent employee fatigue in the workplace, which would otherwise affect work performance. The Office of Settlements, Settlements, and Defense Area Services of Buleleng is organized through Unofficial Law No. 13 of 2016 concerning Regional Apparatus. This is expected to bring about changes in duties, capabilities, and expertise by the newly formed Regional Apparatus Association. The Housing, Settlement, and Defense Area Services formulated the First Revised Strategic Plan 2016 to elaborate on the first changes to the Buleleng District Medium-Term Development Plan (RPJMD) for 2016. The planning document of the Housing, Settlement, and Defense Area Services of Buleleng Regency serves as a reference for each regional apparatus in the form of a Strategic Plan (Renstra), which is used as a benchmark for assessing the accountability of government agency performance, by the regulations of Buleleng District.

The Housing, Settlement, and Defense Area Services of Buleleng Regency is an implementing element of the Regional Government Regulation in the field of Housing and Settlements, as well as Government Affairs in the field of Land, overseen by the Head of Government positioned under and reporting to the Secretary with the categorization of a type B regional apparatus. Initially, This department was located at Gajah Mada Street No. 107 in Singaraja and moved to Teleng Street No. 1 in Banyuasri Singaraja. The Housing, Settlement, and Defense Area Services of Buleleng Regency has the primary duty of "Assisting the Regent in Carrying Out Government Affairs in the Field of Public Housing and Settlements, as well as Government Affairs in the Field of Land." Employee rotations across different departments require employees to adapt to their new work environments. This is demonstrated through employee mutation decisions indicated by official appointment letters. An issue related to work performance is the presence of employees who have been working for a long time. However, when assigned new tasks, it becomes apparent that some employees need more skills to complete the work, leading to mistakes in their tasks. The decreasing focus of employees is evident in instances of incorrect reporting to superiors or when transmitting data to other departments. This decline in performance and motivation is often attributed to employees needing to comprehend their organizational roles and responsibilities fully.

Moreover, some employees feel burdened by tasks that do not align with their level of job satisfaction. Additionally, information gathered from a 5-year study conducted by the Settlement, Settlements, and Defense Area Services of Buleleng Government reveals that from 2018 to 2022, 39 employees were subjected to rotation, reassignment, or relocation. In 2018, 6 employees were rotated from the Defense Department to the Settlements Department; in 2019, 3 employees were rotated from the Defense Department to the Settlements Department. In 2020, 5 employees were rotated from the Settlements Department to the Housing Department. The year 2021 saw a significant increase in employee rotations, with 17 employees moving from the Housing Department to the Defense Department. In 2022, 8 employees were rotated from the Defense Department to the Settlements Department. Based on this data, it is evident that the level of employee rotation impacts task completion. Some employees complete the tasks assigned to them within the given time frame, while others

need help to finish tasks assigned by superiors. Hence, paying close attention to employee performance is crucial, as it significantly affects their work achievements.

## **2. RESEARCH METHOD**

### **The Connection of Rotation Toward Work Enthusiasm**

Rotation is the movement of employees from one division to the next, undertaken to boost employees' morale and, subsequently, advance their positions in the workforce. Research by Novika (2018) suggests that rotation significantly impacts employee morale. In their research, Olivia et al. (2019) also state that work rotation greatly influences employee morale.

### **The Connection of Rotation Toward Motivation**

Rotation is a cycle or force that drives behavior or activities within an individual to accomplish something for a purpose. Research conducted by Megantara et al. (2019) suggests that rotation carried out by leaders will influence employee motivation, affecting their work performance. In their research, Andriansyah et al. (2022) state that rotation provided to employees has a positive impact on the perceived motivation of all transferred employees.

### **The Connection of Rotation Toward Work Performance**

Work rotation is a series of situations that involve movement within a defined horizontal field of work aimed at overcoming workplace fatigue and expanding the information and skills of employees (Olivia et al., 2019). Research conducted by Megantara et al. (2019) indicates that rotation significantly influences work performance. Novika (2018), in their research, states that employee rotation greatly affects work performance. According to Pardede's perspective (2021), employee turnover significantly impacts employee performance.

### **The Connection of Work Enthusiasm Toward Work Performance**

Work enthusiasm is the capacity or desire of each individual or group to work diligently, with discipline, a sense of responsibility and voluntarism, and the ability to achieve organizational goals (Lanudi, 2020). In the research conducted by Subiantoro et al. (2019), their study indicates that the work enthusiasm leaders provide to employees will influence employee work performance. Lanudi (2020), in their research, states that the enthusiasm given to employees significantly impacts the work performance of all employees.

### **The Connection of Motivation Toward Work Performance**

Motivation is the internal encouragement within employees that initiates, propels, and guides behavior toward achieving goals (Faozen, 2019). Concerning the research conducted by Baharuddin et al. (2022), their study indicates that the motivation leaders provide to employees will influence employee work performance. In their research, Subiantoro et al. (2019) and Damanik and SE (2018) assert that motivation explicitly given to employees significantly affects work performance. The findings from the studies mentioned above are also supported by Subiantoro et al. (2019), who state that motivation greatly influences work performance.

### **The Connection of Rotation Toward Work Performance Through Work Enthusiasm As An Intervening Variable**

Rotation is the most common way to move employees from one job to another, alleviating the monotony of routines employees perform (Megantara et al., 2019). Looking at the research findings of Novika (2018), their study states that employee rotation significantly affects work performance. Lanudi (2020), in their research, states that the enthusiasm provided to employees significantly impacts the work performance of all employees.

### **The Connection of Rotation Toward Work Performance Through Motivation As An Intervening Variable**

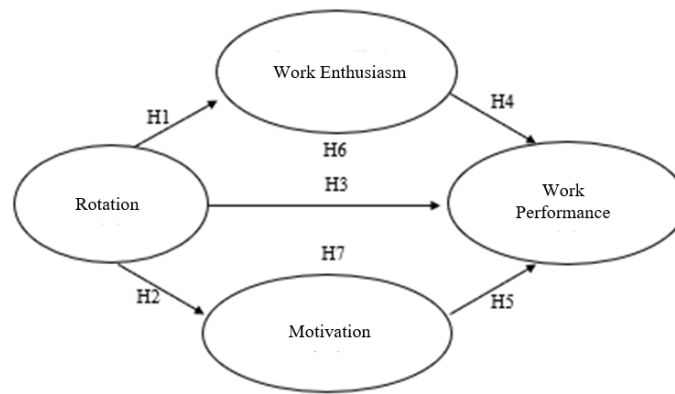
Rotation is the exchange of employees starting from one job and then moving to the next job considered equivalent, with the primary goal of enhancing work performance (Novika, 2018). In line with the research conducted by Megantara et al. (2019), their study indicates that rotation significantly influences work performance. According to the study by Pardede (2021), employee rotation greatly affects employee performance. In their research, Baharuddin et al. (2022) state that the motivation leaders provide will influence the employees' work performance.

The hypotheses in this research are as follows:

- H1: Rotation affects the work enthusiasm in the housing, settlement, and defense area services of Buleleng Regency.
- H2: Rotation influences motivation in the housing, settlement, and defense area services of Buleleng Regency.
- H3: The rotation affects work performance in the housing, settlement, and defense area services of Buleleng Regency.
- H4: Work enthusiasm affects work performance in the housing, settlement, and defense area services of Buleleng Regency.
- H5: Motivation influences work performance in the housing, settlement, and defense area services of Buleleng Regency.
- H6: The rotation impacts work performance through work enthusiasm as an intervening variable in the housing, settlement, and defense area services of Buleleng Regency.
- H7: Rotation affects work performance through motivation as an intervening variable in the housing, settlement, and defense area services of Buleleng Regency.

### **Data Analysis Technique**

The method utilized in this research is a quantitative approach that depicts the influence among independent and dependent variables by incorporating an intervening variable. This study examines the relationship between independent and dependent variables with an intervening variable, utilizing 2 independent variables, 1 intervening variable, and 1 dependent variable. During the work rotation process, leadership pays close attention to the work performance of each employee in completing their tasks, which is aided by the work enthusiasm and motivation employees possess to achieve optimal job outcomes. The conceptual framework is illustrated below:



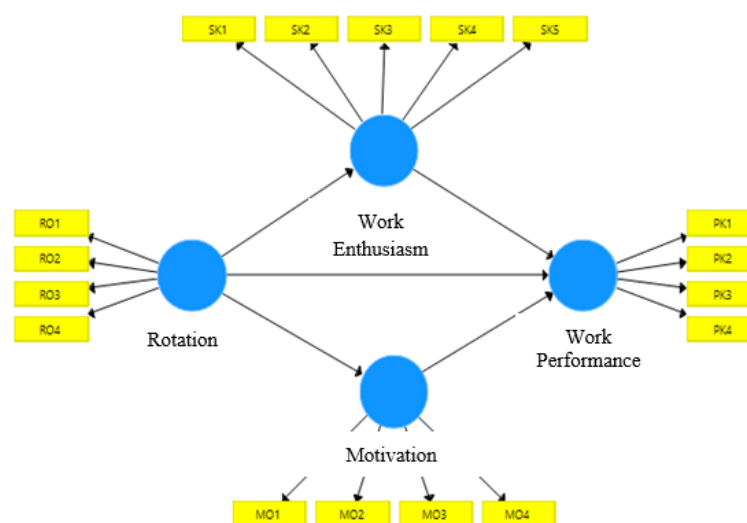
**Figure 1.** Research Framework

This research is located in the Housing, Settlement and Defense Area Services of Buleleng Regency, focusing on understanding work performance improvement with the influence of rotation through work enthusiasm and motivation. The population consists of 92 employees. The sample, which includes 25 civil servants and 67 contract workers, is obtained using saturated sampling. Questionnaires are collected using the Likert scale ranging from 1 to 5. Before data analysis, preliminary assessments will be conducted regarding Convergent Validity, Discriminant Validity, Average Variance Extracted (AVE), Composite Reliability, and Cronbach Alpha. The second testing involves the Structural or Inner Model, observed by the R-Square values. The third testing involves hypothesis testing, examining whether the calculated t-value > tabulated t-value (1.96) and the p-values are < 0.05.

### 3. RESULT AND DISCUSSION

#### Result

The determined independent variables are rotation and work enthusiasm. The identified ediating variables are motivation, and work performance is determined dependent variable. Below is the structural diagram as follows:



**Figure 2.** Structural Model

The structural model diagram above indicates that the Rotation variable (RO) is measured by four indicators: RO1, RO2, RO3, and RO4. Work Enthusiasm (SK) is calculated by five indicators: SK1, SK2, SK3, SK4, and SK5. Motivation (MO) is measured by four indicators: MO1, MO2, MO3, and MO4. Work Performance (PK) is calculated by four indicators: PK1, PK2, PK3, and PK4. The arrow lines represent the influence of each research variable, both from the independent variables to the dependent variable and from the independent variables to the dependent variable through the intervening variable.

**Table 1.** Outer-Loading Value

<b>Indicator</b>	<b>Rotation</b>	<b>Work Enthusiasm</b>	<b>Motivation</b>	<b>Work Performance</b>
<b>RO1</b>	0.804			
<b>RO2</b>	0.871			
<b>RO3</b>	0.790			
<b>RO4</b>	0.912			
<b>SK1</b>		0.709		
<b>SK2</b>		0.757		
<b>SK3</b>		0.875		
<b>SK4</b>		0.804		
<b>SK5</b>		0.861		
<b>MO1</b>			0.723	
<b>MO2</b>			0.746	
<b>MO3</b>			0.842	
<b>MO4</b>			0.776	
<b>PK1</b>				0.794
<b>PK2</b>				0.810
<b>PK3</b>				0.838
<b>PK4</b>				0.821

The table above shows that Rotation has 4 indicators with values of 0.804, 0.871, 0.790, and 0.912. Work Enthusiasm has 5 indicators with values of 0.709, 0.757, 0.875, 0.804, and 0.861. Motivation has 4 indicators with values of 0.723, 0.746, 0.842, and 0.776. Work Performance has 4 indicators with values of 0.794, 0.810, 0.838, and 0.821. All research variables have outer loading values above 0.70, concluding that all indicators of these variables meet the validity criteria. It can be shown that the Rotation indicators exhibit inter-indicator correlations, with RO4 having the highest outer loading value, specifically for the indicator "developing social relationships," as it holds the highest correlation value (external loading) of 0.912. This indicates that employees must enhance cooperation based on designated tasks and positions determined by superiors at the start of their job contracts. This signifies that fostering positive relationships within the social environment can assist employees in completing tasks on time and without hindrance. Effective coordination among employees facilitates the timely and smooth completion of assigned tasks. The following is a graphical representation of the factor loading values:



**Figure 3.** Loading Factor Value

**Table 2.** Discriminant Validity Value

Variable	Motivation	Work Performance	Rotation	Work Enthusiasm
<b>Motivation</b>	0.773			
<b>Work Performance</b>	0.750	0.816		
<b>Rotation</b>	0.742	0.703	0.846	
<b>Work Enthusiasm</b>	0.897	0.740	0.712	0.804

From the table above, the discriminant validity values between the Rotation variable and other variables are as follows: 0.846 for Rotation and 0.712 for its relation to Work Enthusiasm, 0.742 for its connection to Motivation, and 0.703 for its relation to Work Performance. The discriminant validity value for Work Enthusiasm is 0.804, and its relation to Work Performance is 0.740. Motivation's discriminant validity value is 0.773, and its relation to Work Performance is 0.750. Additionally, the discriminant validity value for Work Performance is 0.816. It can be concluded that all research variables meet the validity criteria.

**Table 3.** Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
<b>Rotation</b>	0.715
<b>Work Enthusiasm</b>	0.646
<b>Motivation</b>	0.598
<b>Work Performance</b>	0.666

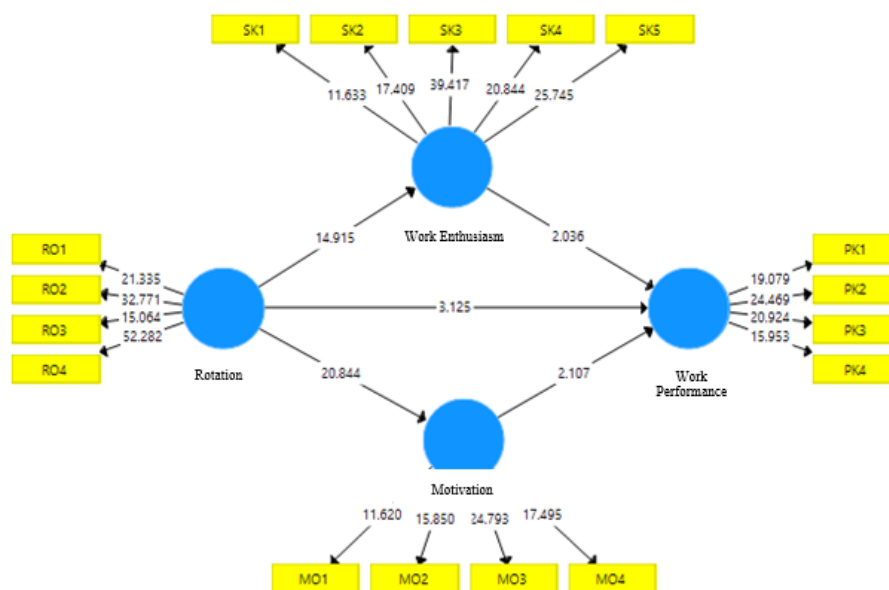


From the table of Average Variance Extracted (AVE) values, the Rotation has a value of 0.715, the Work Enthusiasm variable has a value of 0.646, the Motivation variable has a value of 0.598, and the Work Performance variable has a value of 0.666. It can be concluded that all research variables have values greater than 0.50, indicating that all variable values meet the validity criteria.

**Table 4.** Composite Reliability and Cronbach's Alpha Value

Variable	Cronbach's Alpha	Composite Reliability
Rotation	0.866	0.909
Work Enthusiasm	0.861	0.901
Motivation	0.774	0.855
Work Performance	0.833	0.888

Based on the table above, it is observed that the values of composite reliability and Cronbach's alpha for the Rotation variable are Cronbach's alpha (0.866) and composite reliability (0.909). For the Work Enthusiasm variable, the values are Cronbach's alpha (0.861) and composite reliability (0.901). Motivation has a Cronbach's alpha value of 0.774 and a combined reliability value of 0.855. Meanwhile, Work Performance has a Cronbach's alpha value of 0.833 and a combined reliability value of 0.888. In conclusion, all research variables meet the reliability criteria. Below is the inner model values based on the bootstrap results:



**Figure 4.** Inner Model Value

**Table 5. R-Square Value**

<b>Variable</b>	<b>R-Square</b>
<b>Work Enthusiasm</b>	0.507
<b>Motivation</b>	0.551
<b>Work Performance</b>	0.625

Based on the table, it is evident that the R-Square values for the Work Enthusiasm variable are 0.507, for Motivation is 0.551, and for the Work Performance variable, it is 0.625. This indicates that the R-Square values for Work Enthusiasm are 50.7%, for Motivation, 55.1%, and for Work Performance, 62.5%. The hypothesis testing results using bootstrapping are as follows:

**Table 6. Path Coefficients**

<b>Variable</b>	<b>Original Sample (O)</b>	<b>T-Statistics ( O/STDEV )</b>	<b>P-Values</b>
<b>Rotation &gt; Work Enthusiasm</b>	0.712	14.915	0.000
<b>Rotation &gt; Motivation</b>	0.742	20.844	0.000
<b>Rotation &gt; Work Performance</b>	0.298	3.125	0.002
<b>Work Enthusiasm &gt; Work Performance</b>	0.273	2.036	0.042
<b>Motivation &gt; Work Performance</b>	0.285	2.107	0.036

Based on the above bootstrapping results, it is observed that the path coefficients are as follows: the original sample value for the relationship between Rotation and Work Enthusiasm is 0.712, with a t-statistics of 14.915 and a p-value of 0.000. The actual sample value for the relationship between Rotation and Motivation is 0.742, with a t-statistics of 20.844 and a p-value of 0.000. For the relationship between Rotation and Work Performance, the original sample value is 0.298, with a t-statistics of 3.125 and a p-value of 0.002. The actual sample value for the relationship between Work Enthusiasm and Work Performance is 0.273, with a t-statistics of 2.036 and a p-value of 0.042. Lastly, for the relationship between Motivation and Work Performance, the original sample value is 0.285, with a t-statistics of 2.107 and a p-value of 0.036. This study uses a significance level of 5% or 0.05. Therefore, all variables in this research have a positive and significant influence from the independent to the dependent variables, with the assistance of the intervening variable. The testing of indirect effects through the mediating variable, teacher commitment, is demonstrated through the analysis of indirect effects. The results of the indirect impact on the path of indirect influence can be presented in the following table:

**Table 7. The Result of Indirect Effect Testing**

<b>Mediation Work Enthusiasm and Motivation Variable In The Connection :</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Rotation &gt; Work Performance</b>	0.406	5.892	0.000

Based on the table above, the magnitude of the indirect effect of Rotation on Work Performance through Work Enthusiasm and Motivation as mediating variables indicates a positive relationship, with an original sample value of 0.406, a t-statistic of 5.892, and a p-value of 0.000. This demonstrates that enhancing work performance through rotation, mediated by work enthusiasm and motivation, has a positive and significant impact.

## **Discussion**

### **The Influence of Rotation Toward Work Enthusiasm**

The research findings indicate that Rotation's influence on employees' work enthusiasm in the Housing Department, Settlement, and Defense Area of Buleleng Regency is directly significant. This demonstrates that the presence of Rotation within the organization positively affects employees' work enthusiasm. Based on the results of the first hypothesis testing, which states that Rotation influences work enthusiasm in the Housing, Settlement, and Defense Area Services of Buleleng Regency, this is because the company's Rotation of employees can influence their work enthusiasm in completing tasks. When work rotation is carried out appropriately and systematically, it can enhance the motivation of employees, which indirectly impacts the organization they work for. This aligns with the views of Megantara et al. (2019), stating that Rotation involves the transfer of individuals from one job to the next, aiming to reduce routine repetition by employees. Rotation involves exchanging employees from one position to another, perceived as equivalent, to improve work performance (Novika, 2018). Work enthusiasm refers to an individual's willingness and honesty in competently managing their tasks with focus, aiming to achieve optimal work performance (Hasibuan Malayu, 2019). The above research findings' outcomes align with Novika (2018), who stated that Rotation significantly influences work enthusiasm. In their study, Olivia et al. (2019) concluded that employee rotation significantly impacts work enthusiasm.

### **The Influence of Rotation Toward Motivation**

The research findings indicate that Rotation's influence on employee motivation in the Housing, Settlement, and Defense Area Services of Buleleng Regency is directly significant. This demonstrates that employees' motivation in their work is positively affected by Rotation. Based on the results of the second hypothesis testing, which states that Rotation influences motivation in the Housing, Settlement, and Defense Area Services of Buleleng Regency, this is because the work rotation carried out by the company can impact the motivation of employees. When work rotation is executed effectively and discussed with employees beforehand, it can impact the institution or company they work for, ultimately enhancing employee motivation and indirectly influencing the organization. This aligns with the perspective of Olivia et al. (2019), who described work rotation as a common way to evenly distribute tasks to overcome employee workplace monotony and expand their acquired knowledge and skills. Motivation is an intrinsic encouragement that initiates, propels, and guides behavior toward achieving goals (Faozen, 2019). Motivation is the work of a leader in providing motivation, encouragement, and support to others (Damanik & SE, 2018). The findings of this study are reinforced by Megantara et al. (2019) in their research, which revealed that Rotation implemented by leaders influences employee motivation, which in turn affects their work performance. Andriansyah et al. (2022) in their study state that work rotation provided to employees affects the motivation felt by all employees undergoing Rotation.

### The Influence of Rotation on Work Performance

The research findings indicate that Rotation's influence on work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency is directly significant. This demonstrates that work performance, as assessed by the completion of tasks, is positively affected by the executed work rotation. Based on the results of the third hypothesis testing, which states that Rotation influences work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency, this shows that the work rotation process impacts employees' work performance. The implementation of work rotation by the company helps employees enhance their work performance, which is evident through increased performance after the work rotation process. This aligns with the viewpoint of Novika (2018), defining Rotation as the exchange of employees from one task to another perceived as equivalent, with the primary goal of achieving improved task completion. Work performance is a critical concern for any organization, where high work performance requires significant effort from employees working toward the organization's objectives (Baharuddin et al., 2022). Work performance is crucial for an employee's speed in tasks that combine assigned work (Lanudi, 2020). In their study, Megantara et al. (2019) also support the research outcomes, stating that Rotation influences work performance. In their study, Novika (2018) similarly contends that employee rotation significantly impacts work performance. According to Pardede (2021), employee turnover significantly affects work performance.

### The Influence of Work Enthusiasm on Work Performance

The research findings indicate that work enthusiasm's influence on work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency is directly significant. This demonstrates that work performance, as achieved by employees during the work process, is positively affected by their work enthusiasm. Based on the results of the fourth hypothesis testing, which states that Work Enthusiasm influences work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency, this indicates that the work enthusiasm of employees positively and significantly influences work performance. This is the perspective of Lanudi (2020), defining work enthusiasm as the capacity or readiness of each individual or group to collaborate diligently and with discipline, full awareness of others' expectations and voluntariness, and the ability to achieve organizational goals. In their research, Subiantoro et al. (2019) suggest that entrusting employees with responsibilities significantly influences their work performance. Lanudi (2020) also indicates in their study that the motivation given to employees significantly affects work performance.

### The Influence of Motivation Toward Work Performance

The research findings indicate that Motivation's influence on work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency is directly significant. This demonstrates that work performance achieved by employees during their tenure at an institution is positively affected by their motivation. Based on the results of the fifth hypothesis testing, which states that motivation influences work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency, this is because the motivation possessed by employees greatly aids in enhancing their work performance. This can be observed through employees' willingness and initiative to complete tasks without prior orders, facilitated by good colleague cooperation. The Motivation possessed by employees indirectly influences their work performance in the organization/company. This aligns with the viewpoint of Faozen (2019), defining Motivation as an intrinsic encouragement that plays

a role in initiating, propelling, and guiding behavior toward achieving goals. In line with the research conducted by Baharuddin et al. (2022), they state that Motivation, when entrusted to employees, significantly affects their work performance. Damanik and SE (2018) in their study assert that Motivation provided to employees explicitly influences work performance. The findings of this research are also supported by Subiantoro et al. (2019), who assert that Motivation significantly influences work performance.

#### The Influence of Rotation Toward Work Performance with Work Enthusiasm as An Intervening Variable

The research findings indicate that Rotation's influence on work performance through work enthusiasm in the Housing, Settlement, and Defense Area Services of Buleleng Regency is mediated by the direct impact of organizational Rotation on employees, which is further influenced by their work enthusiasm, ultimately affecting their work performance. This demonstrates that the Rotation carried out by the organization towards employees has a direct impact, which is mediated by work enthusiasm, on their work performance. This highlights that organizational Rotation of employees, as observed from their work enthusiasm, can enhance their work performance. The Rotation conducted by the company evidences this; the company or superiors will ascertain the extent to which employees are enhancing their work performance, supported by their enthusiasm in completing tasks assigned to them. This validates the acceptance of the sixth hypothesis, which states that Rotation influences work performance through work enthusiasm in the Housing, Settlement, and Defense Area Services of Buleleng Regency. This aligns with the viewpoint of Megantara et al. (2019), defining Rotation as a method involving the movement of individuals from one job to another, used to reduce the repetition of routine tasks by employees. Based on the research by Novika (2018), it is concluded that employee rotation greatly influences work performance. Lanudi (2020) in their study asserts that the motivation given to employees significantly affects work performance.

#### The Influence of Rotation Toward Work Performance with Motivation as An Intervening Variable

The research findings indicate that work rotation's influence on work performance through motivation in the Housing, Settlement, and Defense Area Services of Buleleng Regency is mediated by the impact of organizational Rotation on employees, which is further influenced by their motivation, ultimately affecting their work performance. This demonstrates that the rotation process implemented by the organization can impact employee work performance, which is balanced by their interest or initiative, as seen from their habits. A well-executed rotation process can undoubtedly impact the outcomes of their work, indirectly affecting the institution or company where they work. This confirms the acceptance of the seventh hypothesis, which states that Rotation influences work performance through motivation in the Housing, Settlement and Defense Area Services of Buleleng Regency. This aligns with the viewpoint of Novika (2018), defining Rotation as the exchange of employees from one task to another perceived as equivalent, with the primary goal of achieving better task completion. In line with the research conducted by Megantara et al. (2019), it is stated that Rotation significantly influences work performance. By Pardede (2021), employee rotation significantly affects work performance in their study.

## **4. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

1. Rotation directly influences work enthusiasm in the Housing, Settlement, and Defense Area Services of Buleleng Regency.
2. Rotation directly influences motivation in the Housing, Settlement, and Defense Area Services of Buleleng Regency.
3. Rotation directly influences work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency.
4. Work enthusiasm directly influences work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency.
5. Motivation directly influences work performance in the Housing, Settlement, and Defense Area Services of Buleleng Regency.
6. Rotation directly influences work performance with work enthusiasm as an intervening variable in the Housing, Settlement, and Defense Area Services of Buleleng Regency.
7. Rotation directly influences work performance with motivation as an intervening variable in the Housing, Settlement, and Defense Area Services of Buleleng Regency.

### **Recommendations**

1. The leadership of the Housing, Settlement, and Defense Area Services of Buleleng Regency must pay close attention to the rotation carried out for employees by leaders, as it directly impacts work performance. Similarly, work enthusiasm and motivation should be carefully considered to maintain the employees' activity and capability at their maximum potential. This approach will enable employees to enhance their skills, benefiting the organization or company.
2. Considering the factors influencing work performance, particularly work enthusiasm and motivation, is crucial to achieving the predetermined goals of the Housing, Settlement, and Defense Area Services of Buleleng Regency since its establishment.
3. This study has dissected the Enhancement of Work Performance with the Influence of Rotation through Work Enthusiasm and Motivation in the Housing, Settlement, and Defense Area Services of Buleleng Regency. Moreover, the author recommends delving deeper into various factors across diverse populations.

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