POLICIES FOR ROTATING AND PROMOTING EMPLOYEES TO INCREASE WORK MOTIVATION AND THE IMPLICATIONS FOR EMPLOYEE PERFORMANCE

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ABSTRACT
Employee performance in a company is the result of the quality and quantity of the work achieved by employees in carrying out their duties in accordance with the responsibilities given to them. Performance does not always meet expectations. Motivation is one of the determinants of good performance. Employee motivation can be influenced by several factors including promotion and rotation of employees. The purpose of this study is to determine the effect of rotation and promotion policies on work motivation and the implications for employee performance. The research method used is descriptive verification. The units of analysis are permanent employees of the Tirta Intan Regional Drinking Water Company (Perusahaan Daerah Air Minum Tirtamarta) in Garut Regency. The determination of the sample was carried out by using the sampling percentage table as proposed by Yount (1999). Data collection was carried out with a questionnaire and through observations. The statistical tests in this study used correlation and regression analysis. The results of the f-test show that the three variables (job rotation, promotion, and work motivation) simultaneously affect employee performance. The partial T-test results show that each variable (job rotation and promotion) has an effect on work motivation, and work motivation has an effect on employee performance.

Keywords: promotion, job rotation, motivation, employee performance, multiple linear regression analysis.

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INTRODUCTION

Human resources (HR) play an important role in carrying out all activities to realize the goals of a company. A company must pay attention to these resources as they represent a determining component.

Good employee performance will directly affect company performance, and improving employee performance is certainly a time-consuming process. In addition to increasing supervision and mentoring, an assessment is also carried out by a company of the level of performance that has been achieved by its employees. The aim of this is to measure the level of success that has been achieved by the company. In addition, performance appraisal is useful as a benchmark that can be used to improve the performance of the employees in question.

Motivation is one of the determinants of good performance; with strong motivation and superior abilities, it is expected that employee performance will be better. Employee motivation can be influenced by several factors including the promotion and rotation of employees.

Promotion is a process of transferring employees from one position to a higher position, which usually comes with more extensive duties, responsibilities, and authority, as well as a higher income than was the case in the position those employees occupied previously. By providing promotion opportunities to employees, there will be efforts to develop employees through a clear career path, so that those employees are motivated to achieve even more.

The implementation of the staff-rotation program has the function of further developing the abilities and skills of employees and such a program is one of the follow-ups to the evaluations of employee performance; this basically aims to increase work efficiency and effectiveness within the company. In this case Tirta Intan Regional Drinking Water Company (hereinafter referred to by its Indonesian acronym: PDAM), in Garut Regency, often rotates its employees through different positions and jobs. These transfers are from one job to another in a similar field and there is usually no change in salary.

Therefore, one way that a company can improve the performance of employees is by rotating or moving them from one job or position to another one within the company. Job rotation is a human resource development system. In fact, the staff rotations at Tirta Intan PDAM do not yet have a clear procedure. This is based on the results of the researchers’ observations of several employees who were rotated: several employees were rotated up to three times in one year, others had been rotated back from a different workplace after less than a month, while in other work units at Tirta Intan PDAM, there were employees who had not rotated after two years in the same position and field of work. This shows that the rotation system used by Tirta Intan PDAM is uneven. As for the process of staff promotions at the company, it has not been clear what information is being considered for decisions about promotion. Often, promotions are carried out because the officials concerned know the employees being promoted, or...
for contract employees, promotions are used as a step along a clear career path that takes them from being contract employees to become permanent employees. Often, an employee in a new position has not been helped to adapt the knowledge and skills they have. This is expected to diminish employee motivation and result in performance that is not optimal.

Based on observations, the researchers deduce that the performance of employees has not met expectations, including things like the quality of work results still being low and the company's targets still not having been achieved. This is thought to be influenced by rotation and promotion policies as well as work motivation.

LITERATURE REVIEW
Job rotation is the movement of employees from one field to another while remaining at the same level and responsibility and without any change in salary. In addition, Jackson & Mathis (2009: 362) define job rotation as the process of moving employees from one job to another. Job rotation is one of the ways that is often taken by an organization, in order to develop, enrich, and also expand the ability of employees regarding work in that organization (Dwianto, 2020:38). The work rotation, besides functioning for the development of human resources, is also believed to be able to provide many other benefits for the organization, including preventing the occurrence of boredom and reducing labor turnover (Hasfera, 2018:41).

Robbins (2009:272) defines job rotation as the periodic shift of an employee from one task to another. When one activity is no longer challenging, the employee is moved to another task, usually at the same level. The advantages of job rotation are that it reduces boredom, increases motivation through diversifying employee activities, and it helps employees understand better how their work contributes to the organization. When one activity is no longer challenging, the employee is transferred to another job that is usually at the same level and that has the same skill requirements. Job rotation, an employee development that focuses on employee placement, should be carried out using job rotation principles to ensure that the intended overall results are met (Jasmine, 2022:28).

Some of the advantages of employee rotation according to Robbins (2008:272) are:

a. It can reduce boredom,
b. It increases motivation by creating variations in employees’ activities,
c. It helps employees to better understand how their work contributes to the organization.

Basically, promotion is one part of the placement program implemented by a company. The placement of employees is carried out by making adjustments according to the company's needs related to planning to get the right person in the right position (“right man in the right place”). During conditions that are full of changes, it has consequences for the company to identify the strengths and weaknesses of employees on a scheduled basis so that the company can anticipate the continuity of succession and preparation for
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promotions in the company (Rony, 2021:485).

Promotion is the process of transferring employees from one position to another, higher position (Alex S. Nitiseminto, 1996:81). Another opinion also interprets promotion means accepting a position with greater power and responsibility than before within the organizational structure of a business entity (Manullang, 2009:96).

Edwin B. Flipo quoted by Malayu S.P. Hasibuan (2009:108) states that a promotion involves a change from one job that is better in terms of status and responsibility. Ordinary the change to the higher job is accompanied by increased pay and privileges, but not always.

Promotions are seen as incentives for successful conduct (Nasaruddin, 2021:7405). To carry out a promotion, the company must determine in advance the conditions which can guarantee that the employee who will be promoted will have the ability to hold the higher position, as stated by Alex S. Nitisemito (2002:112-113), in general, namely:

a. Experience
The amount of experience an employee has is often used as a condition for promotion because more experience, greater abilities, more ideas, etc. are expected.

b. Level of education
There are also companies that require a minimum of education for promotion to certain positions. The reason is that with higher education one can expect better quality thinking.

c. Loyalty
Loyalty or allegiance to the company where employees work is often used as a condition for promotion. This is because, with a high level of loyalty, one can expect greater responsibility.

d. Honesty
For certain positions, honesty may be an important requirement for a promotion. For example, for the position of cashier, honesty is generally the main requirement that must be considered.

e. Responsibility
Often companies require a fairly large degree of responsibility so the issue of responsibility is a key requirement for a promotion.

f. Sociability
For promotion to certain positions, social skills may be required meaning that the ability to get along with other people needs to be included for the promotion to that position. For example, for the position of a salesman or saleswoman, the determination of this attribute is very important.

g. Work performance
In general, companies always include performance requirements for promotion. This can be seen from the records of achievements that have been attained.

h. Initiative and Creativity
For promotions to certain positions, requirements for certain levels of initiative and creativity must be considered. This is
because such positions require both initiative and creativity.

Chung and Megginson in Gomes (2003:177-178) state that motivation is defined as goal-directed behavior. It concerns the level of effort one exerts in pursuing a goal… it is closely related to employee satisfaction and job performance.

The contribution of work motivation to performance cannot be ignored. Even though the employee's ability is very good, the motivation is low, and of course the performance will be low (Sukma, 2022:169). At first, money is the only incentive and shortly thereafter the incentives include working conditions, security, and perhaps a democratic style of organizing human resources; then, motivation becomes a high-level need similar to respect and self-actualization (Maslow), responsibility, recognition, potential, and promotion (Herzberg), and personal growth and development (Alderfer).

Motivation is something that influenced human behavior, internal motivation is a drivers of employee to work as well in the companies (Basit, 2018:793). According to Hezberg's theory in M. Manullang (2005:178), the factors that act as motivators for employees, namely those that are able to satisfy and encourage people to work well, consist of:

1. **Achievement**
2. **Recognition**
3. **The work itself**
4. **Responsibilities**

Furthermore, also according to Herzberg (Manulang, 2005:179), the second factors (hygiene factors) which can cause dissatisfaction with employees (demotivation), consist of: company policies and administration, supervision, interpersonal relations with superiors, work conditions, and salary. Work motivation is the driving power that resulted in the person’s organization members want and willing to move his ability in the form of skills and power to organize various activities (Ratnasari, 2019:65).

If these hygiene factors are corrected, there will be no effect on positive work attitudes, but if remain uncorrected, employees will only feel disappointed or dissatisfied.

Performance is a vital issue in the organization. An organization is said to have high performance if it succeeds in achieving real goals and is beneficial to the environment and society. Good performance is optimal performance, namely performance that is following organizational standards and supports the achievement of organizational goals (Subagja, 2020:28). Likewise, the performance of employees is said to be good if they work productively, creatively, and efficiently. The performance of each employee can be increased, it requires a driver or factor that can make a job performance of the employee be suitable with what is expected by the company (Siregar, 2019:105). Being productive means achieving optimal results in the form of direct contributions to the organization in accordance with its main duties and functions so as to enable
the organization to achieve its goals. Being creative means employees having new ideas or a spirit of innovation in carrying out their duties, so that the resources used are in accordance with the organization’s needs, in the sense that they are not wasted. Therefore, management of performance is needed to achieve the expected goals.

Gomes (2003:142) suggests the dimensions of employee performance are as follows:

1. **Quantity of work**: this is the amount of work carried out in a specified period of time; a lot of the work must be done by employees, so they need to complete it in the right time with none of it that gets piled up on just one person.

2. **Quality of work**: this concerns the suitability and readiness that is achieved in terms of work results. The final results will indicate the quality—or lack of quality—of a job, and the results of a job is very much supported and maximized by the accuracy with which small jobs are completed. The quality of work depends on employees’ knowledge and skills along with their seriousness in maximizing the results they achieve.

3. **Job knowledge**: this is the breadth of knowledge regarding the job and the skills to do it. Each employee needs to possess knowledge to carry out a job so that the company can run effectively and efficiently.

4. **Creativeness**: this is the originality of the ideas raised and actions taken to solve the problems that arise. The ideas of employees in an organization will give birth to brilliant concepts that are expected to bring about progress together along with a high level of innovation when always trying new things in order to achieve the predetermined goals of an organization.

5. **Cooperation**: this is the willingness to cooperate with other people (fellow members of the organization). This is the availability to participate that fosters an attitude in employees to socialize with each other and pave the way for fostering good communication and understanding each other's wishes.

6. **Dependability**: this is awareness and the ability to be relied upon in terms of attendance and completion of tasks. It is the capacity of an individual to carry out various tasks in a job with the expertise that they possess; using one's skills and professionalism at work is something what every employee must be capable of.

7. **Initiative**: this is enthusiasm for carrying out new tasks when increasing their responsibilities. This is the ability to act independently, to develop a series of activities, and determine new methods or innovations.

8. **Personal qualities**: these are related to personality, leadership, geniality, and personal integrity. The behavior and attitude of employees in the organization will affect the way work is carried out. Positive attitudes that are embedded in employees give birth to
work attitudes that are able to deal positively with various work problems.

Figure 1. Research Paradigm

METHODS

In this study, this research uses descriptive analysis and the verification method.

Descriptive Method

This method aims to create a description of the issues related to the existence of one or more independent variables (Sugiyono, 2008:53). The descriptive method, which is used in this research, aims to describe the issues regarding job rotation, employee promotion, employee motivation and employee performance at the company PDAM Tirta Intan.

Verification Method

This is a research method employed in this study to test the truth of the hypotheses by using statistical calculations to answer the question of how job rotation and employee promotion affect motivation and the implications for the performance of employees of PDAM Tirta Intan.

The population in this study comprises all executive officers at PDAM Tirta Intan in Garut Regency totaling 366 people.

The determination of the sample was carried out by using the sampling percentage table as proposed by Yount (1999) and, as this research is included in the category of a population of between 101 and 1,000, the total sample of the population must be 10% of the permanent employees, which, given that PDAM Tirta Intan has a total of 366 employees, the sample comprises 37 respondents.

The data collection techniques used in this study are observation and a questionnaire. The analysis techniques used are correlation and regression. The data tests used are the t-test and f-test.

RESULTS AND DISCUSSION

Before testing the multiple linear regression model, the feasibility of the regression model was tested first using the ANOVA table as follows.

<table>
<thead>
<tr>
<th>Table 1. Tabel ANOVA</th>
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<tbody>
<tr>
<td>ANOVAa</td>
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<tr>
<td>Model</td>
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<tr>
<td>Regression</td>
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<tr>
<td>Residual</td>
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<td>Total</td>
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a. Dependent Variable: Total_Y
b. Predictors: (Constant), Total_Z, Total_X1, Total_X2.

According to the results of the ANOVA test in Table 1, the probability value (sig) in model 2 (the study involved Work Motivation as an intervening variable) was 0.000. Because the probability value is 0.000 and therefore <0.05, this regression model is feasible to use to predict the Employee Performance variable. After this, the next step is to calculate the coefficients of the multiple linear regression model for each variable obtained as laid out in the following Coefficients table.

Table 2. Coefficients of Variables

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>I (Constant)</td>
<td>8.799</td>
<td>6.359</td>
</tr>
<tr>
<td>Total_X1</td>
<td>-.072</td>
<td>.152</td>
</tr>
<tr>
<td>Total_X2</td>
<td>.352</td>
<td>.157</td>
</tr>
<tr>
<td>Total_Z</td>
<td>.601</td>
<td>.126</td>
</tr>
</tbody>
</table>

The coefficients table (Table 2) describes the regression equation to find out the constants and coefficients for each research variable. When the variables only involve Job Rotation (X₁) and Employee Promotion (X₂), the significance value of each variable is 0.945 and 0.051 (not significant because > 0.05). However, when the study involves the variable Work Motivation (Z) as an intervening variable, the significance level of Job Rotation (X₁) becomes 0.639 (still not significant because it was > 0.05) and Employee Promotion (X₂) became 0.031 (not significant), as well as the variable Work Motivation (Z) which is 0.000 (significant).

Thus, based on Table 2, the regression equation is formulated as follows:

I. \[ Y = a + bX_1 + cX_2 + e \]
   \[ Y = 27.048 + 0.130 X_1 + 0.589 X_2 \]

II. \[ Y = a + bX_1 + cX_2 + dZ + e \]
    \[ Y = 8.799 + (-0.072) X_1 + 0.352 X_2 + 0.601 Z \]

Model I is a regression equation when the research does not involve Work Motivation as an intervening variable. Model I can be explained as follows:

- There is a constant of 27.048; meaning that if the variable Job Rotation (X₁) and Employee Promotion (X₂) has a value of 0 (zero), then the Employee Performance index is worth 27.048.
- The regression coefficient of the Job Rotation variable (X₁) is 0.130; meaning that if the other independent variable Employee Promotion (X₂) has a fixed value and Job Rotation (X₁) is worth
1, then the Employee Performance will increase by 0.130. The coefficient is positive, meaning that the increasing value of Job Rotation will mean the Employee Performance will also increase.

- The regression coefficient of the Employee Promotion variable \((X_2)\) is 0.589; meaning that if the other independent variable \((X_1)\) has a fixed value and Employee Promotion \((X_2)\) is worth 1, then the employee's performance will increase by 0.589. The coefficient is positive, meaning that the increasing value of Employee Promotion will mean the Employee Performance will also increase.

Model II is a regression equation when the research involves Work Motivation as an intervening variable. Model II can be explained as follows:

- There is a constant of 8,799; meaning that if the variable Job Rotation \((X_1)\) and Employee Promotion \((X_2)\) has a value of 0 (zero), then the Employee Performance index is -8.799.

- The regression coefficient of the Job Rotation variable \((X_1)\) is -0.072; meaning that if the other independent variables Employee Promotion and Work Motivation \((X_2\) and \(Z\)) have fixed values and Job Rotation is worth 1, then the Employee Performance will increase by -0.072. The coefficient is negative, meaning that as the value of Job Rotation increases, Employee Performance will not necessarily increase, therefore the intervening role has an effect.

- The regression coefficient of the Employee Promotion variable \((X_2)\) is 0.352; meaning that if the other independent variables Job Rotation and Work Motivation \((X_1\) and \(Z\)) have fixed values and Employee Promotion is worth 1, then the Employee Performance will increase by 0.352. The coefficient is positive, meaning that as Employee Promotion increases, Employee Performance will also increase.

- The regression coefficient of the Work Motivation variable \((Z)\) is 0.601; meaning that if the independent variables Job Rotation and Employee Promotion \((X_1\) and \(X_2)\) have fixed values and Work Motivation is worth 1, then Employee Performance will increase by 0.601. The coefficient is positive, meaning that the more Work Motivation increases, the more Employee Performance will also increase.

Partial regression coefficient testing was carried out using the t-test. The test results can be seen in Table 2 above model 2.

1. Test the hypothesis about the effect of Job Rotation on Work Motivation
   In Table 2 model 2 above, it can be seen that the significance value of the Job Rotation variable \((X_1)\) is 0.611. This value is above 0.05 (> 0.05) so it can be concluded that Job Rotation has a partially insignificant effect on Work Motivation. Thus it can be concluded that \(H_1\) is rejected.

2. Test the hypothesis about the effect of Job Promotion on Work Motivation
   In Table 2 model 2 above, it can be seen that the significance value of the Employee Promotion variable \((X_2)\) is 0.033. This value is below 0.05 (<0.05) so it can be concluded that...
Employee Promotion has a partially significant effect on Work Performance. Thus it can be concluded that H2 is accepted.

3. Test the hypothesis about the effect of Work Motivation on Employee Performance

In Table 2 model 2 above, it can be seen that the significance value of the Work Motivation variable (Z) is 0.000 which is below the value of 0.05, so it can be concluded that Work Motivation has a partially significant influence on Employee Performance. Thus it can be concluded that H3 is accepted.

The next step is the f-test. This is a regression coefficient test that is used to determine whether the independent variables jointly have a significant effect on the dependent variable (Sugiyono, 2008). The selected criteria for a fit are as follows.

H0 : β1, ..., β5 = 0
(simultaneously there is no significant effect of the Job Rotation and Employee Promotion variables on Work Motivation and their implications for Employee Performance)

H1 : β1, ..., β5 ≠ 0
(simultaneously there is a significant influence of the Job Rotation and Employee Promotion variables on Work Motivation and their implications for Employee Performance).

The results of the f-test can be seen in Table 1 regarding ANOVA above model 2 (this study uses Work Motivation as an intervening variable). According to the table, a significance value of 0.000 (<0.05) is found. Therefore, it can be concluded that H0 is rejected and H1 is accepted, in other words, the variables Job Rotation and Position Promotion simultaneously affect Employee Performance with Work Motivation as the intervening variable.

Table 3, which shows correlations, provides information about the relationship between variables. The magnitude of the relationship between several variables is explained in the following points.

1. The relationship between the variables Job Rotation (X1) and Work Motivation (Z) is 10.89% (0.3302 x 100) with a significance value of 0.013 (significant because <0.05). Meanwhile, the remaining 89.11% (=100% - 10.89%) is influenced by other variables not examined, namely variables other than Job Rotation. The positive correlation coefficient indicates that the relationship between the two variables is directly proportional and significant. This means that if the Job Rotation variable (X1) increases, the Work Motivation variable (Z) will also increase.
2. The relationship between the variables Job Promotion ($X_2$) and Work Motivation ($Z$) is 18.66% (0.4322 x 100) with a significance value of 0.002 (significant because <0.05). Meanwhile, the remaining 81.34% (= 100% - 18.66%) is influenced by other variables not examined, namely variables other than Job Promotion. The positive correlation coefficient shows that the relationship between the two variables is directly proportional and significant. This means that if the Job Promotion variable ($X_2$) increases, the Work Motivation variable ($Z$) will also increase.

3. The relationship between the variable Work Motivation ($Z$) on Employee Performance ($Y$) is 46.65% (0.6832 x 100) with a significance value of 0.000 (<0.05). Meanwhile, the remaining 53.35% (= 100% - 46.65%) is influenced by other variables not examined, namely variables other than Work Motivation. The positive correlation coefficient indicates that the relationship between the two variables is directly proportional and significant. This means that if the variable Work Motivation ($Z$) increases, the Employee Performance variable ($Y$) will also increase.

From Table 3, it can be seen that:

1. The Job Rotation variable ($X_1$) has a positive and significant influence on the Employee Performance variable ($Y$) of 9.00% (0.3002 x 100). Meanwhile, the remaining 91.00% is influenced by variables other than Job Rotation. This is in line with the theory put forward by Robbins (2008: 272) that rotating employees’ job is able to reduce boredom, improve performance through creating variation in employee activities, and by helping employees to better understand how their work contributes to the organization. The job rotation factor has an influence on employee performance, so that’s why it is appropriate for companies to pay attention to improving employee job rotation procedures so that employee performance will also improve.

2. The Employee Promotion variable ($X_2$) has a positive and significant influence on Employee Performance ($Z$) which is equal to 26.83% (0.5182 x 100). Meanwhile, the remaining 73.18% is influenced by variables other than Employee Promotion. This is in line with the theory put forward by Manulang (2005) that promotion means being given a higher position and accepting greater power and responsibility than before. Giving promotions within the organization increases work morale meaning that staff work more enthusiastically because there is the hope of being promoted (Wahyudi, 225:174). From the explanation above, it is clear that the promotion factor influences the performance of an employee, so that's why it is appropriate for companies to pay attention to the promotion process.

3. The Work Motivation variable ($Z$) has a positive and significant influence on the
Employee Performance variable (Y) of 46.65% (0.6832 x 100). Meanwhile, the remaining 53.35% is influenced by variables other than Work Motivation. This is in line with the theory put forward by Gomes (2003) that motivation is related to the level of effort a person makes in pursuing a goal. Motivation is closely related to worker satisfaction and job performance. This can be taken into consideration by the company so that clear and transparent standards are set regarding the bonus system and the periodic reviews that are carried out in order that employees feel the bonus system is fair.

The problem that occurs with the condition of the job rotation procedures for employees of PDAM Tirta Intan is that there are still some respondents who do not agree that the procedures have been running well. The management needs to pay more attention to the matter of employee job rotation, both in terms of length of time working in the same position and the ability of employees to work in certain work units.

Regarding the condition of promotion procedures, management needs to pay more attention to transferring employees to higher positions in terms of work experience, suitability of education level with the new job, and employee loyalty. To anticipate this, companies can conduct an assessment or review some amount of time after an employee has been promoted to be able to assess whether the employee's achievements and/or performance has improved or even declined. Supervision and direction can be carried out by management in order that employees can always maintain or even improve their work performance.

Likewise with the condition of employee motivation. Management needs to conduct an affirmation of the reward and punishment system because it also influences employee motivation. Ideally, the company provides opportunities for employees to develop their careers. In this regard, management can coordinate with the HR division so that every employee is given equal opportunities: for example, through employee participation in various education and training programs for career development. Statement No.6, contains a statement that the company gives awards for employee performance. In this regard, the company should ideally be able to review employee performance, provide awards for the employees’ achievements, and in this way set standards.

The quality of employee performance, namely work results or level of success in carrying out work at PDAM Tirta Intan, is not optimal. Coaching and counseling for employees by management are needed so that employees can provide the company with their best quality work in order to achieve optimal targets.

CONCLUSION

The results of the f-test show that the three variables (job rotation, promotion, and work motivation) that simultaneously affect employee performance. The more effective the job rotation and promotion programs, the greater the work motivation, and the higher the quality of the

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performance of employees. Partial t-test results show that each variable (job rotation and promotion) has an effect on work motivation, and work motivation has an effect on employee performance.

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