



The Effect Of Work Motivation And Job Rotation On Employee Performance At PLTU UBP Labuhan Angin

¹ Arieek Perdana Simatupang, ² Nur' Ainun Hasibuan, ³ Yacub Hutabarat

^{1,2,3} STIE Al Washliyah Sibolga Tapanuli Tengah, Sibolga, Indonesia

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Email :
ariksimatupang1@gmail.com

ABSTRACT

Work motivation and job rotation are two important aspects of human resource management that have the potential to improve employee performance. Motivation encourages employees to optimize their abilities and contributions in achieving organizational goals, while job rotation can broaden experience, reduce work boredom, and improve employees' understanding of various work processes. This study aims to analyze the effect of work motivation and job rotation on employee performance at PLTU UBP Labuhan Angin, Tapan Nauli District, Central Tapanuli Regency. This study employed a quantitative approach using a survey method. The population consisted of 427 employees, with a sample of 107 respondents. Data were collected through questionnaires and analyzed using multiple linear regression analysis. The results indicate that work motivation has a positive and significant effect on employee performance, with a t-value of 3.648, while job rotation also has a positive and significant effect, with a t-value of 5.060. Simultaneously, work motivation and job rotation have a positive and significant effect on employee performance, with an F-value of 45.610. The coefficient of determination indicates that work motivation and job rotation jointly explain 45.7% of the variation in employee performance, while the remaining 54.3% is influenced by other factors outside the research model. These findings suggest that improving employee motivation and implementing well-planned job rotation can serve as important strategies for enhancing employee performance.

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INTRODUCTION

Human resources are one of the strategic factors determining an organization's success in achieving its established objectives. Organizational success is not only determined by the availability of technology, capital, and supporting facilities but also by the organization's ability to manage its human resources effectively. In an increasingly dynamic work environment, organizations are required to improve employee performance to ensure that organizational tasks and objectives can be achieved optimally.

Employee performance is an important indicator in evaluating the success of human resource management. Performance reflects the work outcomes achieved by employees in carrying out their duties and responsibilities according to organizational standards. Employees with high performance are expected to make positive contributions to organizational productivity and effectiveness. Therefore, organizations need to consider various factors that can encourage improvements in employee performance, including strengthening work motivation and implementing effective job rotation.

Work motivation plays an important role in encouraging employees to perform optimally. Motivation refers to internal and external drives that influence an individual's enthusiasm, willingness, and commitment to performing work. Employees with high levels of motivation tend to demonstrate greater enthusiasm, responsibility, and commitment to their duties. Conversely, low motivation may reduce work enthusiasm and potentially affect performance outcomes. Therefore, organizations need to create working conditions that can enhance employee motivation through recognition, development opportunities, leadership support, and a conducive work environment.

In addition to motivation, job rotation is also considered one of the human resource management strategies that can be used to improve employee capabilities and performance. Job rotation refers to the movement of employees from one job or position to another within an organization to provide broader experience and knowledge. The implementation of job rotation can help employees understand various work functions, improve their skills, reduce work boredom, and provide opportunities for competency development.

However, job rotation should be implemented systematically by considering employee competencies and organizational needs to ensure positive outcomes for employee performance.

PLTU UBP Labuhan Angin is a work unit with operational activities that require human resources with optimal competencies and performance. The characteristics of operational work require employees to demonstrate responsibility, adaptability, and readiness in carrying out their duties according to their respective areas of responsibility. Under these conditions, work motivation and job rotation become important aspects to consider because both factors may influence employees' ability to perform their duties and achieve established work targets.

Strong motivation can encourage employees to make maximum contributions to the organization, while job rotation can provide new experiences and broaden employees' understanding of various work activities. The combination of high motivation and appropriate job rotation is expected to create employees who are more adaptive, competent, and productive. Therefore, both factors have the potential to contribute to improving employee performance.

Based on the above considerations, this study aims to analyze the effect of work motivation and job rotation on employee performance at PLTU UBP Labuhan Angin. Specifically, this study examines the effect of work motivation on employee performance, the effect of job rotation on employee performance, and the simultaneous effect of work motivation and job rotation on employee performance. The findings are expected to contribute to the development of human resource management studies and provide practical considerations for organizations in developing strategies to improve employee performance through strengthened work motivation and effective job rotation.

METHODS

This study employed a quantitative approach using a survey method to analyze the effects of work motivation and job rotation on employee performance. The study was conducted at PLTU UBP Labuhan Angin, located in Tapan Nauli I Village, Tapan Nauli District, Central Tapanuli Regency, until August 2025. The population consisted of all 427 employees working at PLTU UBP Labuhan Angin, representing several companies operating within the power plant environment. The research sample consisted of 107 respondents, representing approximately 25% of the total population, selected using a stratified sampling technique. The study utilized primary data collected through questionnaires distributed to respondents and secondary data obtained from organizational documents and supporting information. The research variables consisted of work motivation as the first independent variable (X_1), job rotation as the second independent variable (X_2), and employee performance as the dependent variable (Y). The research instrument employed a five-point Likert scale ranging from strongly disagree to strongly agree. The collected data were analyzed quantitatively using statistical analysis with the assistance of SPSS software. The analytical procedures included instrument testing, descriptive analysis, classical assumption testing, multiple linear regression analysis, coefficient of determination analysis, and hypothesis testing through the t-test to examine partial effects and the F-test to examine the simultaneous effects of work motivation and job rotation on employee performance.

RESULTS AND DISCUSSION

Results

Correlation analysis was conducted to determine the relationship between work motivation, job rotation, and employee performance.

Table 1. Correlation Analysis Results

Variable	Work Motivation	Job Rotation	Employee Performance
Work Motivation	1	0.581**	0.580**
Job Rotation	0.581**	1	0.632**
Employee Performance	0.580**	0.632**	1

Sig. (2-tailed) = 0.000; N = 107

Note: ** Correlation is significant at the 0.01 level (2-tailed).

The results indicate that work motivation has a positive relationship with employee performance, with a correlation coefficient of 0.580. Job rotation has a stronger positive relationship with employee performance,

with a correlation coefficient of 0.632. These findings suggest that improvements in employee motivation and the effective implementation of job rotation tend to be associated with higher employee performance.

Table 2. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.684	0.467	0.457	7.89501

The Adjusted R Square value of 0.457 indicates that work motivation and job rotation jointly explain 45.7% of the variation in employee performance. The remaining 54.3% is influenced by other factors outside the research model.

Table 3. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	11.832	4.566	–	2.591	0.011
Work Motivation (X ₁)	0.322	0.088	0.321	3.648	0.000
Job Rotation (X ₂)	0.475	0.094	0.445	5.060	0.000

The regression equation is: $Y = 11.832 + 0.322X_1 + 0.475X_2$

The equation indicates that both work motivation and job rotation have positive effects on employee performance. The larger coefficient of job rotation suggests that job rotation has a relatively stronger contribution to employee performance within this research model.

Table 4. Partial t-Test Results

Variable	t-value	t-table	Sig.	Decision
Work Motivation (X ₁)	3.648	1.982	0.000	H ₁ Accepted
Job Rotation (X ₂)	5.060	1.982	0.000	H ₂ Accepted

The results demonstrate that both work motivation and job rotation have positive and significant effects on employee performance.

Table 5. Simultaneous F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5685.814	2	2842.907	45.610	0.000
Residual	6482.448	104	62.331	–	–
Total	12168.262	106	–	–	–

The F-test result shows an F-value of 45.610 with a significance value of 0.000. Therefore, work motivation and job rotation simultaneously have a positive and significant effect on employee performance.

Discussion

The Effect of Work Motivation on Employee Performance

The findings demonstrate that work motivation has a positive and significant effect on employee performance. The t-value of 3.648 exceeds the t-table value of 1.982, with a significance value of 0.000. The research findings also indicate that the overall motivation index reached 72.1, which falls within the high category. This suggests that strong motivation encourages employees to demonstrate greater enthusiasm, responsibility, and commitment in performing their duties. Therefore, organizations should continue strengthening employee motivation by creating supportive working conditions and addressing employee needs and expectations.

The Effect of Job Rotation on Employee Performance

Job rotation has a positive and significant effect on employee performance, as indicated by a t-value of 5.060 and a significance value of 0.000. At PLTU UBP Labuhan Angin, job rotation is implemented horizontally by transferring employees to other work units within the same division according to their

expertise. This practice provides employees with opportunities to gain new experiences, broaden their understanding of work processes, and reduce boredom caused by repetitive tasks. However, job rotation should be systematically planned and aligned with employee competencies to produce optimal performance outcomes.

The Simultaneous Effect of Work Motivation and Job Rotation on Employee Performance

The results indicate that work motivation and job rotation simultaneously have a positive and significant effect on employee performance. With an F -value of 45.610 and an Adjusted R Square of 0.457, the two variables jointly explain 45.7% of employee performance variation. These findings suggest that employee performance is influenced by both individual encouragement and organizational management strategies. Motivation strengthens employees' willingness to achieve optimal work outcomes, while job rotation provides opportunities to develop broader experience and competencies. Therefore, integrating motivational strategies with well-planned job rotation can support the development of adaptive, productive, and high-performing employees.

CONCLUSION

Based on the research findings, it can be concluded that work motivation and job rotation have positive and significant effects on employee performance at PLTU UBP Labuhan Angin, both partially and simultaneously. Work motivation has a positive effect on employee performance with a t -value of 3.648, while job rotation also has a positive and significant effect with a t -value of 5.060. Simultaneously, both variables significantly affect employee performance, with an F -value of 45.610, and jointly explain 45.7% of the variation in employee performance, while the remaining 54.3% is influenced by other factors outside the research model. Based on these findings, the organization is recommended to continuously enhance employee motivation through appropriate support, recognition, and development opportunities, while implementing job rotation systematically by considering employee competencies, experience, and organizational needs. The integrated implementation of motivational strategies and well-planned job rotation is expected to improve employee adaptability, productivity, and performance in a sustainable manner.

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