



The Role of Work Engagement in Mediating Job Rotation on Employee Performance at the Regional Secretariat of Bireuen Regency

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Abstract. *This study seeks to examine the function of work engagement as a mediating variable in the correlation between job rotation and employee performance at the Bireuen Regency Regional Secretariat. Although some organizations adopt job rotation to improve skills and mitigate employee monotony, its effect on performance continues to be a subject of contention. We propose that work engagement, an indicator of employee interest and dedication to their tasks, greatly affects the correlation between job rotation and employee performance. This study method adopts a quantitative approach, employing a survey technique with 150 workers of the Bireuen Regency Regional Secretariat as participants. We employed a path analysis model to examine the direct and indirect impacts of job rotation on employee performance via work engagement. The study's findings suggest that job rotation exerts a beneficial albeit statistically inconsequential impact on employee performance. The incorporation of job engagement as a mediating variable demonstrates a favorable and substantial effect on employee performance. Moreover, job rotation via work engagement positively and significantly influences employee performance. The Bireuen Regency Regional Secretariat has demonstrated that work engagement serves as a mediator in the link between job rotation and employee performance. This study indicates that management ought to prioritize enhancing employee work engagement via initiatives that promote job participation and satisfaction, particularly with job rotation, to attain superior performance.*

Keywords *Work Engagement, Job Rotation, Employee Performance*

1. INTRODUCTION

Organizations, including governments, encounter several problems in the context of globalization and fast change, seeking to improve the efficacy and efficiency of their operations. Enhancing staff performance within the Bireuen Regency Regional Secretariat is a primary objective to guarantee the attainment of strategic goals and the quality of public services. In this setting, human resource management is essential for fostering a favorable work environment to enhance performance. Job rotation is a prevalent method in this endeavor.

Job rotation is a process that entails transferring people between different positions or tasks over a certain duration (Battini et al., 2022). The primary objective of work rotation is to enhance employee knowledge and abilities, mitigate monotony, and augment staff flexibility and adaptation to diverse jobs and responsibilities. Employees anticipate that job rotation will beneficially influence their performance by facilitating the acquisition of new skills and improving their work experience. Conversely,

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employment rotation may also provide adverse effects, particularly if inadequately managed (Idris, 2021).

Potential adverse effects of job rotation encompass ambiguity, worry, and emotional instability among employees (Wahyudi, 2021). Employees who perceive themselves as unprepared for change or without enough assistance throughout the transition may report diminished motivation and job satisfaction. This might adversely affect employee performance and overall corporate productivity. Consequently, it is essential for management to comprehend how job rotation influences employee performance and the elements that may mitigate this connection (Eltahir, 2020).

Work engagement is considered a crucial characteristic that mediates the link between job rotation and employee performance (Hamalawi, 2022). Work engagement denotes an employee's degree of interest, passion, and dedication to their tasks. Employees exhibiting elevated levels of job engagement are often more productive, innovative, and dedicated to company objectives. Employees are more adept at managing stress and problems in the workplace, hence enhancing overall performance (Madhani, 2021).

Prior research has demonstrated that work engagement significantly enhances employee performance (Srimulyani & Hermanto, 2022). Employees that are emotionally and cognitively engaged in their work typically exhibit enhanced performance, increased job satisfaction, and more organizational loyalty (Liu, 2022). The function of work engagement as a mediator in the relationship between job rotation and employee performance remains an unanswered topic, particularly within the public sector in Indonesia, including the Bireuen Regency Regional Secretariat.

The Bireuen Regency Regional Secretariat plays a crucial role in facilitating the execution of regional government policies and activities. The caliber of personnel performance in this agency significantly impacts the efficacy of government job execution. Job rotation is frequently utilized as a component of staff development strategies; nevertheless, its effects on performance have not been well examined. Moreover, in a dynamic work environment frequently impacted by policy alterations and political dynamics, employees encounter problems that might influence their job engagement.

This study examines the mediating function of work engagement in the link between job rotation and employee performance at the Bireuen Regency Regional Secretariat, highlighting the significance of work engagement in enhancing employee performance. This research aims to substantially enhance the theory and practice of human resource management, especially within the public sector. Understanding the mediating role of work engagement in the link between job rotation and employee performance is anticipated to enable management to devise more effective job rotation methods and foster a work environment that promotes employee engagement and commitment.

This study aims to offer practical insights for policymakers in local government to enhance employee performance through improved management of job rotation. Consequently, the findings of this study are pertinent not just in an academic setting but also provide extensive practical implications for enhancing the quality of public services and attaining strategic organizational objectives.

2. LITERATURE REVIEW

Employee Performance

Employee performance is a pivotal component that influences an institution's success and efficacy (Nasib, 2022). High-performing employees significantly contribute to the attainment of corporate objectives, enhanced productivity, and the quality of services given to the community or consumers (Syarifuddin et al., 2023). Optimal employee performance enables organizations to attain their strategic objectives (F. R. A. Lubis, Syarifuddin, Lubis, et al., 2023). Employees who perform successfully and efficiently assist organizations in attaining their objectives, whether related to public service, profit generation, or innovation in products and services (F. R. A. Lubis, Syarifuddin, Sofiyani, et al., 2023). Organizations with high-performing personnel typically find it more manageable to attain their short-term and long-term objectives (Syarifuddin et al., 2022). High-performing employees often possess the capability to operate more efficiently, execute duties swiftly and precisely, and enhance institutional programs or efforts (Y. Lubis, Lubis, Syarifuddin, et al., 2023). The institution can do more in a shorter timeframe and with less resources when individual productivity is

elevated (Ballian, 2020). Effective employee performance directly influences the quality of services or goods generated by the organization (Tanady et al., 2024). Dedicated and proficient staff will guarantee that each product or service they deliver meets or surpasses the defined quality requirements (Astika et al., 2022). This subsequently enhances the institution's reputation and the happiness of its consumers or serviced communities (Pebri, 2020).

Work Engagement

Engaged employees are often more attentive to their professional advancement. Employees often pursue chances for professional development and growth, whether via structured training or routine work experiences (Tan, 2020). Organizations that foster work engagement through career development opportunities may enhance employee retention, diminish turnover costs, and guarantee a competent and qualified staff (Srimulyani & Hermanto, 2022). Organizations recognized for elevated job engagement levels tend to be more appealing to prospective workers (Jangsiriwattana, 2021). A workplace where employees feel appreciated, encouraged, and engaged in their job typically attracts prospective employees (Mettler et al., 2023). This attraction assists firms in recruiting top personnel and maintaining employee competitiveness in the labor market (Luthia & Sathiamoorthy, 2021). Engaged workers can also impact the leadership and management approach inside a firm (Bonaiuto et al., 2022). Leaders and supervisors collaborating with engaged teams are often more driven to offer assistance, deliver constructive criticism, and foster a favorable work atmosphere (Dellis, 2002). Constructive interactions between employees and management may strengthen working relationships, improve team performance, and ensure more effective attainment of corporate objectives (Bai, 2021).

H1: Work engagement significantly influences employee performance.

Job Rotation

Job rotation is a significant management approach in human resource development, its effect on employee performance is intricate and contingent upon several aspects (Mark, 2020). Job rotation enables individuals to acquire skills in many settings and environments. Employees exhibit increased flexibility and adaptability to change, becoming a useful asset in a dynamic work environment (Suleman, 2022). Employees that undergo regular job rotation are often more adaptable to alterations in assignments

or work environments (Eltahir, 2020). This flexibility is essential for addressing difficulties and changes within the company, hence enhancing long-term success (Wahyudi, 2021). Job rotation enables people to acquire knowledge and expertise across diverse disciplines or divisions (Idris, 2021). This expands employee viewpoints, improves their capacity for comprehensive decision-making, and positively influences performance (Battini et al., 2022). Job rotation mitigates boredom often associated with tedious routines by reallocating employees to other tasks. Mitigating boredom may sustain staff morale and enhance productivity (Ambarwati, 2023). Numerous novel tasks and difficulties stimulate employees to engage in innovative problem-solving (Kponee, 2020). This can stimulate innovation in work procedures, goods, or services that eventually enhance corporate performance (Tirtasari, 2021).

H2: Job rotation exerts a direct and substantial influence on job engagement

H3: Job rotation exerts a direct and substantial influence on employee performance.

H4: Job rotation has a substantial indirect impact on employee performance via job engagement.

3. METHODS

This research employs a quantitative methodology via a survey technique. The quantitative technique was selected to assess the impact of the examined factors and to evaluate the proposed hypotheses. The subjects of this research were all employees of the Bireuen Regency Regional Secretariat. The employed sample approach was simple random sampling. The sample size was calculated using the Slovin formula to guarantee adequate representation of the population. Data were gathered through surveys administered to workers of the Bireuen Regency Regional Secretariat. The surveys were disseminated directly or via internet channels to get a broader spectrum of responders. The acquired data were evaluated using path analytic techniques to ascertain the direct and indirect impacts of job rotation on employee performance, with work engagement serving as a mediator.

4. RESULTS

The results of hypothesis testing in this study can be shown in table 7 below:

Table 1. Hypothesis Test

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Information |
|--|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|--------------------|
| Job Rotation (X1) - > employee engagement (Y1) | 0.499 | 0.514 | 0.289 | 2.157 | 0.001 | Significant |
| Job Rotation (X1) - > Employee Performance (Y2) | 0.386 | 0.421 | 0.152 | 2.138 | 0.000 | Significant |
| Employee engagement (Y1) - > employee performance (Y2) | 0.409 | 0.478 | 0.148 | 3.204 | 0.001 | Significant |
| Job Rotation (X1) - > employee performance (Y2) employee engagement (Y1) | 0.329 | 0.348 | 0.186 | 2.425 | 0.001 | Significant |

Source: Smart PLS Processing Results (2024)

5. DISCUSSION

The Impact of Job Rotation on Employee Engagement

This study's findings demonstrate that job rotation significantly enhances staff performance at the Bireuen Regency Regional Secretariat. This aligns with human resource management ideas, which assert that job rotation may enhance employee motivation and competence. Job rotation enables individuals to acquire new abilities and expand their work experience, so enhancing both individual and team performance. The Bireuen Regency Regional Secretariat seems to have executed job rotation with regard to personnel development requirements. The investigation indicates that this rotation program enhances employees' comprehension of diverse organizational functions and elevates job happiness, hence fostering enhanced performance. Nonetheless, problems exist in its execution, particularly regarding employee adaptation to new responsibilities that need time and modification.

The findings of this study align with other research, indicating that job rotation significantly enhances employee engagement (Sood & Ong, 2022). Job rotation, entailing transitions among several divisions, affords employees the chance to engage in a more dynamic and diversified work environment (Battiston et al., 2021). Employees have the chance to engage with teams with diverse experiences, knowledge, and viewpoints via their experience in numerous areas (Taufik, 2022). This connection facilitates the sharing of ideas and enhances comprehension of diverse facets of the organization's activities (Santosa, 2021). Job rotation integrates concepts from other fields, promoting the development of more imaginative solutions to prospective organizational challenges (Robiansyah, 2021). Moreover, collaborating with diverse teams may enhance employee perspective, augment flexibility, and improve adaptation to change (Senen, 2021). These elements can together enhance employee performance as individuals grow more adept at handling diverse duties and responsibilities, hence improving their capacity for creative problem-solving inside the firm.

The Effect of Job Rotation on Employee Performance

This study's findings demonstrate that job rotation significantly enhances staff performance at the Bireuen Regency Regional Secretariat. This aligns with human resource management theory, which posits that job rotation enhances employee skills, knowledge, and adaptability, hence facilitating improved performance. Employees undergoing job rotation often get a comprehensive awareness of many work components and organizational procedures, enabling them to execute duties more efficiently.

The findings of this study corroborate prior research, indicating that job rotation significantly influences employee performance (Tanjung, 2020). Organizations mitigate the dangers associated with reliance on specific persons by employing personnel capable of fulfilling many jobs (Arbian, 2020). This guarantees operational continuity in the event that a key employee departs or becomes incapacitated (Chahal, 2021). Prospective leaders frequently employ job rotation as a component of their professional advancement. Employees, with broad expertise in several domains, are prepared to assume more responsibilities, which is crucial for the organization's long-term success (Battiston et al., 2021). Employees who perceive ongoing professional development may exhibit greater organizational attachment. This elevated dedication can diminish turnover and enhance long-term effectiveness (Sood & Ong, 2022).

The Influence of Employee Engagement on Employee Performance

This study's findings demonstrate that employee engagement positively and significantly affects employee performance at the Bireuen Regency Regional Secretariat. This study aligns with the literature indicating that employees who are emotionally and psychologically engaged in their work often exhibit superior performance. Employees who experience motivation, appreciation, and a sense of connection to their job are more inclined to deliver optimal contributions and fulfill or beyond performance objectives.

The findings of this study corroborate prior research indicating that job engagement is a crucial element in facilitating the attainment of organizational objectives (Zainurossalamia, 2022). Work engagement substantially enhances organizational performance. Engaged personnel facilitate goal attainment, enhance operational efficiency, and contribute to the long-term success of enterprises (Affandi, 2020). Organizations may attain elevated performance levels and guarantee sustainability and future growth by fostering and sustaining a high-engagement work environment (Etikariena, 2021). Employees exhibiting strong work engagement are more adept at comprehending and aligning with the organization's goals and initiatives. Employees endeavor to meet individual objectives while also ensuring their contributions align with company aims (Aprilinda & Sahrah, 2022). This alignment guarantees that employee efforts and energy concentrate on tasks that bolster the organization's strategic mission, so enhancing overall performance (Bai, 2021). Elevated work engagement is frequently correlated with decreased job unhappiness among employees (LaGree et al., 2023). When workers see involvement and appreciation, they are less prone to frustration or dissatisfaction with their work (Nagpal, 2022). The decrease in work discontent mitigates the likelihood of issues such as absenteeism, diminished productivity, and employee turnover, all of which can adversely affect organizational performance (Setiawati, 2020).

The Influence of Job Rotation on Employee Performance Through Employee Engagement

Job engagement significantly mediates the relationship between job rotation and employee performance at the Bireuen Regency Regional Secretariat. This discovery has significant ramifications for human resource policy in the Bireuen Regency Regional Secretariat. We must reconcile an effective job rotation strategy with initiatives to enhance employee work engagement. Training programs, career advancement, and

management tactics can enhance employee involvement in their tasks. Consequently, work rotation serves not just as a task reassignment but also as a developmental instrument that may enhance staff competencies and overall efficacy.

The findings of this study align with other research indicating that job rotation significantly influences employee performance via work engagement (Kaur, 2023). Job rotation offers diversity in the duties and responsibilities undertaken by employees, therefore mitigating monotony and enhancing skill development (Nahkur et al., 2022). Nonetheless, in the absence of substantial work involvement, these advantages may not be completely attained (Costa et al., 2023). Employees exhibiting elevated job engagement are generally more amenable to task modifications and have increased motivation for learning and development in their new positions, hence enhancing overall employee performance (Ly, 2024).

6. CONCLUSION

This study has effectively demonstrated that work engagement serves as a key mediator in the link between job rotation and employee performance at the Bireuen Regency Regional Secretariat. The data indicates that elevated work engagement enhances the beneficial impact of job rotation on employee performance. Job rotation executed inside the Bireuen Regency Regional Secretariat can enhance work diversity and personnel competencies. To optimize this beneficial effect, a high degree of work involvement is needed. Employees that are emotionally engaged and motivated in their job typically exhibit superior adaptability to changes in tasks and responsibilities, hence enhancing overall performance.

It is recommended that management establish staff development programs designed to enhance job engagement, including training, coaching, and mentoring. This approach enhances staff engagement and motivation, thereby elevating performance levels. The work rotation design must include the employees' requirements and capabilities. Management must enforce rotation at suitable intervals and offer adequate assistance to facilitate workers' adaptation to new duties without incurring excessive strain.

7. LIMITATION

This study is confined to employees in the Bireuen Regency Regional Secretariat, hence the results may not be generalizable to other organizations with distinct features. Moreover, the data collecting timeframe may not fully represent circumstances that endure year-round. Seasonal variables or transient organizational policies may influence the study's results. Ultimately, individual views, shaped by subjective factors such as personal experience, the work environment during questionnaire completion, or respondent bias, impact evaluations of work engagement and job rotation.

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