

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Effect of Job Rotation and Employee Adaptation on Employee Performance at The Towuti Subdistrict Office, East Luwu Regency

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ABSTRACT

This study aims to determine whether job rotation and employee adaptation affect employee performance at the Towuti Subdistrict Office in East Luwu Regency. The study employed a quantitative approach and analyzed the data using multiple linear regression in SPSS. The results indicate that, individually, job rotation has a positive and significant effect on employee performance, and employee adaptation also has a positive and significant effect on employee performance. Simultaneously, job rotation and employee adaptation have a significant effect on employee performance at the Towuti Subdistrict Office.

Keywords: Job Rotation, Employee Adaptation, Employee Performance.

I. Introduction

Employee performance refers to the work outcomes achieved by individuals within an organization, whereas organizational performance represents the overall work outcomes achieved by the organization. Employee performance may fluctuate when an individual remains in the same type of job for an extended period, as prolonged exposure to repetitive tasks can lead to boredom. Organizations and government institutions often rotate employees to reduce or eliminate workplace boredom. Job rotation is a process in which an employee is moved from one position to another equivalent position to support job satisfaction and encourage optimal performance. Job rotation is also important for reducing work monotony. Through rotation, employees can improve their skills and experience while gaining a renewed work atmosphere. Job rotation also creates opportunities for employees to exchange ideas and opinions, interact with one another, and adapt to new work settings. In employee rotation, individuals are expected to prepare themselves and develop the ability to adapt to a new environment when job or position rotation occurs. Nevertheless, inappropriate job rotation may create problems, including a temporary decline in productivity during the adaptation period, an imbalance in workloads, stress, and uncertainty about career direction among employees who feel that they are not suited to their new positions.

II. Literature Review and Hypothesis Development

2.1. Job Rotation

Job rotation refers to the movement of an employee from one position to another at an equivalent level, generally undertaken to provide job renewal, develop skills, and increase work flexibility (Mathis &



Jackson, as cited in Permata et al., 2025). Job rotation is considered effective in enriching employees' work experience and improving their understanding of cross-functional activities within an organization. Kaymaz (as cited in Permata et al., 2025) argues that job rotation can reduce work boredom and improve social relationships. Rotation can also help organizations establish effective succession planning and prepare employees for strategic positions. However, rotation conducted without considering employees' competencies and potential may generate resistance and hinder employee adaptation (Gomes, as cited in Permata et al., 2025).

According to Saydam (as cited in Hermawan et al., 2020), several indicators can be used to measure job rotation:

- a. Employee boredom. Employees who have worked for a long time in the same work unit may experience boredom in carrying out their daily activities. If this condition is not addressed, it may lead to further problems, including declining employee performance.
- b. Employee ability. Employees need to be placed in positions that correspond to their abilities so that their capabilities can benefit the organization. When an individual performs work that does not match their abilities, or when the required qualifications are too high, the individual may feel unsuitable for the position.

2.2. Employee Adaptation

Employee adaptation is often understood as the process through which a new employee adjusts to a new position, role, task, and organizational culture. This process encompasses social interaction, task understanding, and adjustment to organizational norms. Adaptation is the ability of living organisms to adjust to their environment. Adjustment can occur through changes in physical form, physiological functioning, and behavior in response to environmental changes. Human behavior includes a broad range of actions and activities, such as walking, speaking, crying, laughing, working, studying, writing, and reading. Thus, human behavior encompasses activities that can either be directly observed or remain unobservable to outsiders (Van Dam, as cited in Agustin et al., 2023).

Two major dimensions can be used to understand employee adaptation. The first is procedural adaptation, which involves adjustment to tasks, responsibilities, operational systems, and new technologies. The second is social and cultural adaptation, which involves communication and alignment with the norms and values shared by an organization or work team. According to Maggiori et al. (2017), career adaptability refers to the abilities, attitudes, and actions involved in an individual's efforts to adjust to work that is considered suitable. Employees generally seek clear positions, ranks, and career paths, while organizations seek competent candidates for higher positions according to their capabilities. Karatepe and Olugbade (2017) found that career adaptability is positively associated with career satisfaction through its relationship with employee performance.

2.3. Employee Performance

Employee performance can be understood in different ways. Some scholars define performance as the outcome of a work process, whereas others conceptualize it as the behavior, attitude, and effort required to achieve organizational goals. Employee performance refers to an employee's ability to carry out assigned tasks and responsibilities. Duha (2020) defines performance as a record of outcomes generated by a particular employee function or activity during a specified period. Rivai and Basri (as cited in Sinambela, 2018) define performance as the level of success achieved by an individual or organization during a certain period in carrying out tasks, compared with predetermined and mutually agreed standards, targets, objectives, or criteria. Mangkunegara (as cited in Sopiah & Sangadji, 2018) defines performance as the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. Quality refers to the smoothness, cleanliness, and accuracy of work, whereas quantity refers to the amount of work that an employee is required and able to complete.

Employee performance represents achievements obtained through fulfillment of job requirements, including accomplishing work according to established targets and within specified deadlines. Performance can also be understood as the final output produced by an individual, whether in the form of goods or services, with a level of quality or standard agreed upon for the work assigned within an organization (Ainsworth, as cited in Syam Muchlas et al., 2023).

III. Research Method

This study used a quantitative research approach. The research examined the effects of job rotation (X1) and employee adaptation (X2) on employee performance (Y) at the Towuti Subdistrict Office in East Luwu Regency. Based on the statistical output reported in the manuscript, the analysis involved 35 respondents. The data were analyzed using multiple linear regression with SPSS. The multiple linear regression model was specified as $Y = a + b_1X_1 + b_2X_2 + e$, where Y represents employee performance, X1 represents job rotation, X2 represents employee adaptation, a represents the constant, b1 and b2 represent regression coefficients, and e represents the error term. Hypothesis testing consisted of partial t-tests and a simultaneous F-test. The t-test was used to determine the individual effect of each independent variable on employee performance, using a significance level of 0.05. The F-test was used to determine whether job rotation and employee adaptation jointly affected employee performance. The coefficient of determination (R^2) was also examined to assess the proportion of variance in employee performance explained by the independent variables. The source manuscript does not provide sufficient information to establish the population size, sampling technique, questionnaire development procedure, validity and reliability testing, or detailed operationalization of the variables. Therefore, these methodological details have not been invented in this English version and should be completed from the original research records before journal submission.

IV. Results and Discussion

4.1. Multiple Linear Regression

Table 1. Multiple Linear Regression

Model	B	Std. Error	Beta	t	Sig.
Constant	6.260	2.143		2.922	.006
Job Rotation	0.317	0.107	0.363	2.973	.006
Employee Adaptation	0.492	0.104	0.577	4.717	.000

The regression equation is:

$$Y = 6.260 + 0.317X_1 + 0.492X_2$$

The coefficient for job rotation (X1) is 0.317, indicating that a one-unit increase in job rotation, assuming employee adaptation and the constant remain unchanged, is associated with a 0.317-unit increase in employee performance. This indicates a positive contribution of job rotation to employee performance at the Towuti Subdistrict Office. The coefficient for employee adaptation (X2) is 0.492, indicating that a one-unit increase in employee adaptation, assuming job rotation and the constant remain unchanged, is associated with a 0.492-unit increase in employee performance. This indicates a positive contribution of employee adaptation to employee performance.

4.2. Partial t-Test

The partial t-test was conducted to determine whether each independent variable had a statistically significant effect on the dependent variable. A hypothesis was considered supported when the calculated t

value exceeded the critical t value and the significance value was below 0.05. With $n = 35$ respondents and $k = 2$ independent variables, the reported critical value was $t(0.025; 32) = 2.036$.

H1: Job rotation has a positive and significant effect on employee performance. The calculated t value for job rotation was 2.973, which was greater than 2.036, with $p = .006 < .05$. Therefore, H1 was supported.

H2: Employee adaptation has a positive and significant effect on employee performance. The calculated t value for employee adaptation was 4.717, which was greater than 2.036, with $p < .001$. Therefore, H2 was supported.

4.3. Simultaneous F-Test

Table 2. Simultaneous F-Test

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	80.330	2	40.165	50.977	.000
Residual	25.213	32	0.788		
Total	105.543	34			

The simultaneous F-test was used to determine whether job rotation and employee adaptation jointly affected employee performance. The regression model was statistically significant, $F(2, 32) = 50.977$, $p < .001$. Thus, the third hypothesis was supported.

4.4. Coefficient of Determination

Table 3. Simultaneous F-Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.872	0.761	0.746	0.888

The adjusted R^2 was 0.746, indicating that job rotation and employee adaptation jointly explained 74.6% of the variance in employee performance. The remaining 25.4% was attributable to other factors not examined in this study. The original manuscript states 24.4%; however, mathematically, $100\% - 74.6\% = 25.4\%$, so the percentage has been corrected in this English version.

4.5. Discussion

a. Effect of Job Rotation on Employee Performance

The hypothesis testing results show that job rotation has a positive and significant effect on employee performance at the Towuti Subdistrict Office in East Luwu Regency. This finding indicates that the implementation of job rotation can improve employee performance, supporting the first hypothesis. Job rotation is designed to create renewed enthusiasm for a position by exposing employees to new information and experiences, thereby helping prevent boredom. Rotation can provide new challenges that contribute to higher motivation and improved work outcomes.

b. Effect of Employee Adaptation on Employee Performance

The second hypothesis testing results show that employee adaptation has a positive and significant effect on employee performance. This indicates that employees' ability to adapt at the Towuti Subdistrict Office contributes to improved performance. Effective adaptation can improve performance because employees who adjust well can acquire new skills more quickly, respond more effectively to change, and maintain optimal work outcomes.

c. Joint Effect of Job Rotation and Employee Adaptation on Employee Performance

The third hypothesis testing results show that job rotation and employee adaptation jointly have a positive and significant effect on employee performance. This means that both factors contribute to improving employee performance at the Towuti Subdistrict Office. Conceptually, job rotation can broaden

employees' skills and reduce work boredom, while its effectiveness depends substantially on employees' ability to adapt. Effective adaptation can therefore help employees maintain or improve performance when they transition to new roles or work environments

V. Conclusion

The findings indicate that job rotation has a positive and significant effect on employee performance at the Towuti Subdistrict Office in East Luwu Regency. Similarly, employee adaptation has a positive and significant effect on employee performance. Furthermore, job rotation and employee adaptation jointly have a significant effect on employee performance, indicating that improvements in both factors can contribute to better employee performance in the workplace. Based on these findings, the Towuti Subdistrict Office should maintain and further improve the implementation of effective job rotation and support employee adaptation to optimize employee performance. Future researchers are encouraged to examine additional independent, moderating, or mediating variables that may influence employee performance, as well as to use larger samples and refine the research indicators to improve the quality and generalizability of the findings.

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