



THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON JOB ROTATION WITH EMPLOYEE ENGAGEMENT AS AN INTERVENING VARIABLE IN THE REGIONAL APPARATUS ORGANIZATION (OPD) OF CILEGON CITY

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Abstract

One of the challenges faced by the Cilegon City Regional Government is the increasing resistance to job rotation. The main factors causing this resistance include low compensation due to operational budget limitations when employees are transferred to other agencies, placement of transfers at echelon II, III, and IV levels that do not match their educational background, and psychological aspects arising from the change of regional head. This study aims to analyze the role of job satisfaction, organizational commitment, and employee engagement in influencing job rotation. This study uses a descriptive causal design with a quantitative approach according to the positivist paradigm. Data were collected through research instruments and analyzed using statistical-based hypothesis testing. The results show that job satisfaction has a significant positive effect on employee engagement with a coefficient value of 0.616, a t-statistic of 5.544, and a p-value of 0.000. In addition, job satisfaction and organizational commitment have been shown to have a positive effect on job rotation. Employee engagement also functions as a mediating variable that strengthens the relationship between job satisfaction and organizational commitment to job rotation. Thus, the higher the level of job satisfaction and organizational commitment, the higher the employee engagement, which ultimately encourages more effective implementation of job rotation in the Cilegon City Regional Apparatus Organization (OPD).

Keywords: Job Satisfaction, Organizational Commitment, Employee Engagement, Job Rotation, OPD, Cilegon City.

INTRODUCTION

In modern organizations, the most valuable asset lies not only in technology or capital, but also in human resources (HR). HR plays a strategic role in determining the direction, continuity, and success of an organization. Effective HR management goes beyond managing the workforce; it also encompasses efforts to create a conducive work environment, provide opportunities for self-development, and build commitment and job satisfaction. Therefore, HR management is a crucial aspect that organizations, both in the private and public sectors, must pay attention to in order to achieve optimal performance and increase competitiveness.

One of the relevant strategies in HR management is *job rotation* or job rotation. Job rotation is defined as the process of periodically moving employees from one job to another to expand skills, reduce boredom, and increase work motivation (Dessler, 2013). Job rotation is also useful in preparing employees for change, reducing absenteeism, and creating better adaptation to new work environments

(Salih, 2017). In practice, job rotation functions not only as a training tool but also as an organizational strategy to maintain work dynamics, enrich experience, and increase employee flexibility.

This research focuses on the context of the Cilegon City Regional Government, specifically the Regional Apparatus Organizations (OPD) which include the secretariat, departments, agencies, regional hospitals, and sub-districts. Cilegon City faces serious challenges in implementing job rotation, particularly increasing employee resistance. Underlying factors include low compensation due to limited operational budgets when employees are transferred, placements that do not match educational backgrounds, especially at echelons II, III, and IV, and the emergence of psychological stress due to the change of regional head. This condition creates an interesting phenomenon to study, because job rotation, which should be an employee development strategy, actually creates resistance.

Factors that potentially influence the effectiveness of job rotation include job satisfaction, organizational commitment, and employee engagement. According to Robbins (2016), job satisfaction is an employee's positive or negative feelings about their job, influenced by salary, career prospects, relationships with coworkers, and supervisory supervision (Rismayanti et al., 2018). Satisfied employees tend to be more loyal, productive, and open to organizational policies, including job rotation. On the other hand, organizational commitment is the level of emotional and psychological attachment an employee has to their organization. High commitment will make employees more willing to accept change, even if rotation has consequences for personal adjustment.

Employee engagement is another key factor that acts as a mediating variable. Employee engagement reflects the extent to which employees have energy, dedication, and attachment to their work and organization. Engaged employees are more likely to accept challenges, have high motivation, and support organizational policies. Therefore, employee engagement is believed to bridge the relationship between job satisfaction, organizational commitment, and job rotation.

A preliminary survey revealed increasing resistance to job rotation in Cilegon City's regional government agencies (OPD). Most employees felt that rotation lacked fairness, particularly in terms of compensation and job suitability. This phenomenon highlights structural issues in job rotation implementation that require further investigation to find appropriate solutions.

The main problems identified include low employee job satisfaction due to salary and benefits, weak organizational commitment due to the impact of changing regional heads, and suboptimal employee engagement in supporting the job rotation policy. These conditions hinder the Cilegon City Government in creating effective job rotation, even though this policy is crucial for developing employee quality and strengthening institutional capacity.

Research supports the importance of these factors. Jayawardena & Kappagoda (2020) found that job satisfaction significantly influences employee engagement. Cherian & Jacob (2013) emphasized the

role of organizational commitment in increasing employee participation in policy change. Ianaturodiah & Wahjudi (2020) also demonstrated that employee engagement mediates the effectiveness of organizational policies. However, most of these studies were conducted in the private sector or educational institutions, while the local government context remains relatively unexplored.

Research on job rotation in the public sector, particularly in Cilegon City's regional government agencies (OPD), is still limited. This is despite the fact that government bureaucracy has different dynamics than the private sector, both in terms of budgeting, job structure, and organizational culture. Therefore, more in-depth research is needed to examine how job satisfaction, organizational commitment, and employee engagement influence job rotation within OPDs.

The novelty of this research lies in the integration of three key variables: job satisfaction, organizational commitment, and employee engagement to analyze job rotation in the context of local government bureaucracy. This research not only examines the direct effect but also examines the role of employee engagement as an intervening variable that strengthens the relationship between the variables. Therefore, the research findings are expected to provide academic contributions to the development of HR management theory, as well as practical recommendations for the Cilegon City Government in designing a more equitable, effective, and sustainable job rotation strategy.

Based on this background, this study aims to analyze *“The Influence of Job Satisfaction and Organizational Commitment on Job Rotation with Employee Engagement as an Intervening Variable”*, to provide strategic recommendations for more effective HR management.

LITERATURE REVIEW

Job Rotation

Job rotation is the practice of moving employees from one job or position to another over a period of time to broaden their experience and skills. Job rotation can increase motivation, reduce boredom, and broaden employees' knowledge across various organizational functions (Malinski, 2002; Storey, 2001). However, education and training are still necessary for employees to be able to optimally perform their new roles (Gomez et al., 2004). Beatty et al. (1987) emphasize that rotation is one of the best techniques for training staff while also building work flexibility. Thus, job rotation not only benefits individual development but also improves overall organizational performance.

Job Satisfaction

Job satisfaction is an employee's attitude or feelings toward their work, evaluated from both positive and negative aspects (Badriyah, 2015). According to Sutrisno (2014), job satisfaction benefits

individuals, organizations, and society because it promotes well-being and productivity. Robbins (2016) defines job satisfaction as an affective reaction to work that is influenced by salary, career prospects, and relationships with coworkers. Satisfied employees tend to be more loyal and motivated to perform optimally (Hasibuan, 2018). Therefore, job satisfaction is an important indicator in assessing organizational effectiveness and determining employee readiness to accept policies such as job rotation.

Work Compensation

Compensation is a reward received by employees, both financial and non-financial, in return for their contributions to the organization (Hasibuan, 2017:119). Wibowo (2016:271) states that compensation includes salary, allowances, and facilities provided as a form of appreciation for employee hard work. Widodo (2015:157) emphasizes the purpose of compensation, namely attracting and retaining competent workers, providing fairness, and controlling organizational expenses. Fair and adequate compensation can increase employee motivation, satisfaction, and performance. Conversely, low compensation has the potential to reduce loyalty, work morale, and create resistance to organizational policies, including job rotation.

Organizational Commitment

Organizational commitment is an employee's emotional and psychological attachment to an organization that influences loyalty, motivation, and the desire to remain employed (Meyer & Allen, 1991). The three-component commitment model includes: affective commitment, a sense of belonging and pride in the organization; continuance commitment, an awareness of the costs of leaving the organization; and normative commitment, a moral obligation to remain employed. Employees with high commitment tend to be more dedicated, supportive of policies, and deliver optimal performance. Therefore, organizational commitment plays a crucial role in the successful implementation of job rotation in bureaucratic environments.

Thinking Framework

1. Job Satisfaction with Job Rotation

High job satisfaction reflects a positive emotional state in employees, thus reducing the desire for job rotation. Conversely, dissatisfaction makes employees more open to job rotation. Based on attribution theory, employee behavior is influenced by internal and external factors, so job satisfaction negatively impacts job rotation.

2. Work Environment towards Job Rotation

A comfortable work environment supports productivity and loyalty, reducing the desire for job rotation. Conversely, a poor work environment triggers dissatisfaction and increases the need for job changes. Attribution theory asserts that the quality of the work environment influences employee behavior, thus negatively impacting job rotation.

3. Compensation for Job Rotation

Fair and appropriate compensation increases employee satisfaction and loyalty, thereby reducing the likelihood of job rotation. Conversely, inadequate compensation triggers dissatisfaction and turnover intentions. Attribution theory explains that employee reactions to rewards influence behavior, thus, compensation negatively impacts job rotation.

4. Organizational Commitment to Job Rotation

Strong organizational commitment, whether affective, continuance, or normative, fosters employee loyalty and reduces job rotation intentions. Conversely, low commitment increases turnover intentions. Based on attribution theory, internal commitment influences employee actions, thus organizational commitment negatively impacts job rotation.

5. Employee Engagement terhadap Job Rotation

Employee engagement reflects employee involvement in their work. High engagement fosters motivation, loyalty, and acceptance of job rotation as a means of personal development. Conversely, low engagement encourages turnover intentions. Attribution theory asserts that employee attitudes are influenced by internal and external factors, thus employee engagement influences job rotation.

6. Employee Engagement Mediates Job Satisfaction with Job Rotation

Job satisfaction increases employee engagement, which in turn reduces the likelihood of job rotation. Without engagement, satisfaction is insufficient to reduce turnover intentions. Engagement acts as a mediator, strengthening the relationship between job satisfaction and job rotation. Thus, job satisfaction, through engagement, negatively impacts job rotation.

7. Employee Engagement Mediates Organizational Commitment to Job Rotation

Strong organizational commitment fosters loyalty, but it needs to be supported by employee engagement to effectively reduce job turnover. Employees with high commitment but low engagement may still want to leave. Engagement serves as a bridge that strengthens the organization's commitment to reducing job rotation.

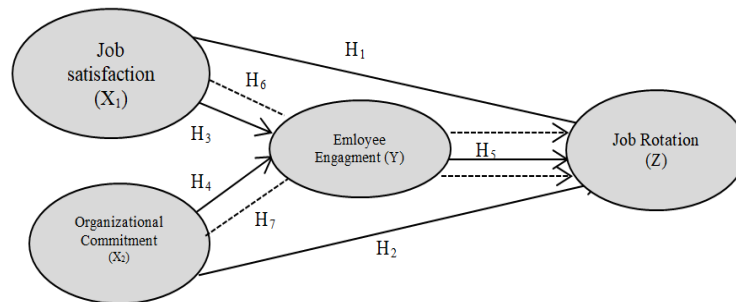


Figure 1 Thinking Framework

Research Hypothesis

Based on the theoretical framework and research model, the hypothesis proposed is:

H₁: It is suspected that job satisfaction has an indirect effect on job rotation

H₂: It is suspected that organizational commitment has an indirect effect on job rotation.

H₃: It is suspected that job satisfaction has a direct influence on employee engagement.

H₄: It is suspected that organizational commitment has a direct influence on employee engagement.

H₅: It is suspected that employee engagement has an indirect effect on job rotation.

H₆: It is suspected that employee engagement mediates the influence of job satisfaction on job rotation.

H₇: It is suspected that employee engagement mediates the influence of organizational commitment on job rotation.

METHOD

Research methods

This study employed a descriptive causality design with a quantitative approach based on the philosophy of positivism. This design was chosen because it aligns with the research objectives of testing hypotheses and explaining causal relationships between the variables studied (Deole et al., 2023). Positivist philosophy emphasizes that phenomena can be observed objectively, are permanent, and can be measured with research instruments (Nilsen & Kongsvik, 2023). In this context, quantitative research is considered appropriate because it can provide systematic and measurable data. Positivism also assumes that social reality can be explained through causal relationships between variables, making this approach relevant (Piwowar-Sulej et al., 2024).

This quantitative method is used to test hypotheses formulated based on theoretical and empirical studies. A descriptive approach is utilized to describe real phenomena based on field data, without manipulating variables (Robinson et al., 2024). A causality design is applied to determine the cause-and-effect relationships between variables, thus this study can be called verificative research because it

attempts to verify exogenous factors that influence endogenous variables (Ottersböck et al., 2024; Demerouti, 2023).

The analysis technique used was Variance-Based Structural Equation Modeling (VB-SEM) through the SmartPLS program. This analysis was chosen because it can work with relatively small sample sizes, is non-parametric, and is flexible to data distribution (Ochoa Pacheco & Coello-Montecel, 2023). The analysis process includes three stages: evaluation of the measurement model (outer model), evaluation of the structural model (inner model), and hypothesis testing. Thus, this research method not only describes the phenomenon but also comprehensively examines the relationships between variables.

Population and Sample

The population in this study was all echelon II, III, and IV officials within the Cilegon City Government, totaling 347 people. A population is understood as the entire research subject who possesses certain characteristics and is relevant to the study (Rogers et al., 2023). According to Duplaga & Turosz (2022), a population encompasses all elements that share similar characteristics, whether individuals, groups, or institutions. This population selection was based on the consideration that officials possess knowledge, experience, and direct involvement in the dynamics of government organizations.

The sample was determined using the Slovin formula at a 5% error rate. From a total population of 347 people, a sample of 186 people was obtained. This calculation is in accordance with Arikunto's (2012) stipulation that if the population is more than 100, then 10-25% is sufficient as a research sample. Thus, the number of 186 respondents is considered representative of the existing population. The sampling technique used was proportional random sampling, so that the proportion of officials from each OPD remains represented.

Data Collection Techniques

Research data was collected using survey, observation, documentation, and interview methods. The survey was conducted by distributing a Google Form-based questionnaire to predetermined respondents. This method was chosen because it could reach respondents quickly and effectively. Direct field observations were conducted to obtain a realistic picture of the organization's condition, while documentation studies were used to supplement data from annual reports, archives, and official OPD documents (Puspitasari & Febrinita, 2021).

The research instrument was a questionnaire developed based on theories and indicators from previous research (Purwanto, 2020). The instrument was tested for validity and reliability to ensure its suitability for use. Content validity was achieved by aligning the indicators with existing theories, while

face validity was maintained by designing the questionnaire in an attractive, easy-to-understand manner that did not confuse respondents (Parliani et al., 2021).

Data Analysis Techniques

Data analysis was conducted in two stages: descriptive analysis and inferential analysis. Descriptive analysis was used to describe the characteristics of respondents and the tendency of responses to each variable. This technique uses simple statistics such as frequencies, percentages, and index scores (Sial et al., 2023). Meanwhile, inferential analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) using SmartPLS 3.2.3. The analysis process included an outer model evaluation to assess the validity and reliability of indicators, and an inner model evaluation to test the relationship between latent variables. Indicators used included loading factor values (>0.7), Average Variance Extracted (AVE >0.5), Composite Reliability (>0.7), and Cronbach's Alpha (>0.6). Next, hypothesis testing was conducted by examining the t-statistic and p-value at a 5% significance level (Joseph et al., 2023; Ghozali, 2024).

Thus, this research method is structured comprehensively starting from determining the design, selecting the population and sample, data collection techniques, to appropriate data analysis strategies to answer the research objectives.

RESULTS AND DISCUSSION

Research result

Data Description

This research was conducted on employees of the Regional Apparatus Organization (OPD) of Cilegon City with 186 respondents, consisting of echelon II, III, and IV officials. The purpose of the research was to analyze the influence of job satisfaction (X_1) and organizational commitment (X_2) on job rotation (Z) with employee participation (Y) as an intervening variable. Data were collected through questionnaires, then analyzed using SmartPLS 4.0. The analysis was carried out in two stages, namely testing the measurement model (outer model) and the structural model (inner model).

Measurement Model Test (*Outer Model*)

Convergent validity is seen through the outer loading value and Average Variance Extracted (AVE).

Tabel 1. Outer Loading

Variables	Indicator	Outer Loading
X_1 (Job Satisfaction)	X1.1	0.814
X_2 (Organizational Commitment)	X2.1	0.794

Y (Employee Participation)	Y1	0.818
Z (Job Rotation)	Z1	0.798

Source: SmartPLS processed results (2025)

Table 1 shows that all indicators have outer loading values > 0.70 . This proves that each indicator is valid in representing the construct of each variable. Therefore, the research instrument is suitable for use in the next stage of analysis.

Table 2. Convergent Validity (AVE and Reliability)

Variables	Cronbach's Alpha	Composite Reliability	AVE
X ₁	0.974	0.976	0.646
X ₂	0.972	0.974	0.634
AND	0.974	0.976	0.637
WITH	0.974	0.976	0.635

Source: SmartPLS processed results (2025)

Table 2 shows that all variables have Cronbach's Alpha and Composite Reliability values > 0.70 , and AVE > 0.50 . This means that this research construct is reliable and convergently valid, thus describing the variables consistently and accurately.

Discriminant validity was tested using the Fornell-Larcker criteria.

Tabel 3. Fornell-Larcker Criterion

Variables	X ₁	X ₂	AND	WITH
X ₁	0.804			
X ₂	0.788	0.797		
AND	0.818	0.741	0.798	
WITH	0.736	0.696	0.716	0.797

Source: SmartPLS processed results (2025)

Table 3 shows that the AVE root values (marked in bold) on the diagonal are greater than the correlations between constructs off the diagonal. This indicates that each research variable has good discrimination, allowing different constructs to be clearly distinguished from one another.

Multicollinearity was tested using the Variance Inflation Factor (VIF) value.

Table 4. Inner VIF

Connection	VIF
X ₁ → Y	2.638
X ₁ → Z	3.876
X ₂ → Y	2.638
X ₂ → Z	2.851
Y → Z	3.259

Source: SmartPLS processed results (2025)

Table 4 shows that all VIF values are < 5 , indicating no multicollinearity among the variables in the model. Thus, the structural model can be further analyzed without concerns about data redundancy.

Structural Model Test (*Inner Model*)

R-Square is used to see how much the independent variable is able to explain the dependent variable.

Tabel 5. R-Square

Endogenous Variables	R ²	R ² Adjusted
Y (Employee Participation)	0.693	0.688
Z (Job Rotation)	0.601	0.591

Source: SmartPLS processed results (2025)

Table 5 shows that the variables of job satisfaction and organizational commitment explain 68.8% of employee participation. Meanwhile, the variables of job satisfaction, organizational commitment, and employee participation together explain 59.1% of job rotation. This indicates that the research model is quite robust in predicting the relationship between variables.

Hypothesis Testing

Hypothesis testing is done by looking at the path coefficient, t-statistic, and p-value.

Table 6. Hypothesis Test Results

Connection	Coefficient	T Statistics	P Value	Information
$X_1 \rightarrow Y$	0.616	5.544	0.000	Significant
$X_1 \rightarrow Z$	0.325	2.289	0.022	Significant
$X_2 \rightarrow Y$	0.255	2.128	0.033	Significant
$X_2 \rightarrow Z$	0.236	1.998	0.046	Significant
$Y \rightarrow Z$	0.275	2.010	0.044	Significant

Source: SmartPLS processed results (2025)

Table 6 shows that all research paths are significant with a p-value <0.05. This means that job satisfaction and organizational commitment have been shown to have a positive effect on employee participation and job rotation. Furthermore, employee participation also plays a significant role in strengthening the influence of job satisfaction and organizational commitment on job rotation.

Discussion

1. Job Satisfaction (X_1) Has a Positive Influence on Employee Engagement (Y)

The results of the study indicate that job satisfaction has a positive influence on employee engagement among echelon II, III, and IV officials in the Cilegon City Regional Apparatus Organization (OPD). This finding suggests that when employees feel satisfied with their jobs, whether through adequate facilities, fair compensation, or effective communication, their involvement in their work will increase. Job satisfaction forms a positive attitude that creates a sense of belonging to the organization. In line with Werther & Davis, job rotation designed to reduce burnout is only effective if

employees already feel job satisfaction. This means that job satisfaction is an important foundation for employee engagement in accepting organizational policies. Thus, increased job satisfaction will strengthen employee motivation to be more engaged with their work.

2. Organizational Commitment (X_2) Has a Positive Influence on Employee Engagement (Y)

The analysis confirms that organizational commitment has a positive effect on employee engagement. Employees with high commitment demonstrate loyalty, a sense of belonging, and a strong sense of responsibility toward the organization. Organizational commitment relates not only to formal obligations but also to the internal drive to continue supporting organizational goals. In the context of the Cilegon City Regional Apparatus Organization (OPD), organizational commitment helps officials remain focused on their roles despite policy changes, including job rotation. This finding supports Ivancevich & Konopaske (2014), who argued that without strong organizational commitment, job rotation is often perceived as a burden. Therefore, strengthening organizational commitment will increase employee engagement, allowing job rotation to be accepted as a means of development, rather than simply a bureaucratic obligation.

3. Job Satisfaction (X_1) Has a Positive Influence on Job Rotation (Z)

This study found that job satisfaction has a positive effect on job rotation. This indicates that when employees are satisfied with their working conditions, they are more open to job rotation. Job satisfaction encompasses important factors such as good work facilities, appropriate compensation, and effective communication between leaders and employees. In the context of Cilegon City's Regional Apparatus Organizations (OPD), officials will be more willing to be transferred if they feel the organization cares about their well-being and needs. This means that job rotation is not perceived as a form of punishment, but rather as an opportunity for career development. Thus, job satisfaction is a crucial determinant in the successful implementation of a productive job rotation policy oriented toward human resource development.

4. Organizational Commitment (X_2) Has a Positive Influence on Job Rotation (Z)

Research findings indicate that organizational commitment has a positive effect on job rotation in Cilegon City's Regional Apparatus Organizations (OPD). This confirms that officials with high integrity and commitment are more willing to accept job rotation, seeing it as part of their contribution to the organization. Job rotation is considered legitimate and beneficial when based on the principles of integrity and fairness. Ulrich et al. (2009) emphasized that commitment to internal talent is crucial in creating an effective rotation system. With commitment, officials not only accept rotation but also see it as an opportunity to improve their capabilities and competencies. Therefore, strengthening

organizational commitment is an important strategy to ensure positive perception of job rotation and support the success of HR management in Cilegon City's OPD.

5. Employee Engagement (Y) Has a Positive Influence on Job Rotation (Z)

This study demonstrates that employee engagement positively influences job rotation. Employees with high engagement view job rotation as an opportunity for growth, not a barrier. In the context of the Cilegon City Regional Apparatus Organization (OPD), officials who feel engaged and emotionally connected to their work are more receptive to rotation to new positions that align with their competencies. This finding is consistent with Kahn (1990), who stated that engagement arises when work is meaningful and provides learning opportunities. Job rotation can provide employees with a platform to broaden their work experience, improve their skills, and broaden their organizational horizons. With strong engagement, job rotation not only enhances individual careers but also strengthens the organization's overall effectiveness.

6. Employee Engagement (Y) Mediates the Relationship between Job Satisfaction (X_1) and Job Rotation (Z)

The results of the study indicate that employee engagement acts as a mediator in the relationship between job satisfaction and job rotation. This means that job satisfaction will increase engagement, and this engagement will then reduce resistance to job rotation. This is in accordance with Harter, Schmidt, & Hayes (2002), who stated that job satisfaction contributes to engagement, which in turn influences retention, performance, and proactive behavior. In the context of the Cilegon City Regional Apparatus Organization (OPD), when officials are satisfied with their jobs, they will be more engaged, so that the rotation policy is not perceived negatively. Thus, engagement strengthens the relationship between job satisfaction and acceptance of job rotation. Organizational strategies need to focus on increasing engagement as a bridge that ensures job satisfaction truly has a positive influence on the rotation policy.

7. Employee Engagement (Y) Mediates the Relationship between Organizational Commitment (X_2) and Job Rotation (Z)

This study also found that employee engagement mediates the relationship between organizational commitment and job rotation. Employees who are highly committed but do not feel engaged are still likely to reject job rotation. Conversely, commitment supported by engagement will encourage the acceptance of rotation as part of career development. Robinson et al. (2004) emphasized that commitment and engagement mutually reinforce each other in supporting organizational change. In the Cilegon City Regional Apparatus Organization (OPD), officials with high commitment and active engagement more easily adapt to the rotation policy. Thus, engagement is a crucial factor

bridging organizational commitment to the effectiveness of job rotation. Therefore, organizations need to manage both simultaneously to create an adaptive and sustainable bureaucracy.

CONCLUSION

Based on the research and analysis conducted, several important conclusions can be drawn. First, job satisfaction has been shown to have a significant negative effect on job rotation. This indicates that the higher the level of satisfaction experienced by employees, the lower their desire to change units or undergo job rotation. Second, organizational commitment also has a significant negative effect on job rotation. Employees with high commitment tend to be more loyal and have strong loyalty, thus decreasing their intention to undergo job rotation.

Third, job satisfaction has been shown to have a significant positive effect on employee engagement. Satisfied employees are more actively, emotionally, and cognitively engaged in their work. Fourth, organizational commitment also has a significant positive effect on employee engagement. Strong commitment to the organization drives higher engagement, enabling employees to make optimal contributions to the organization.

Fifth, employee engagement has a significant negative effect on job rotation. The higher the employee engagement, the lower their desire to rotate. Sixth, this study also proves that employee engagement acts as a mediating variable between job satisfaction and job rotation, as well as between organizational commitment and job rotation. In other words, employee engagement can strengthen the influence of job satisfaction and organizational commitment in reducing job rotation.

This study confirms that job satisfaction, organizational commitment, and employee engagement are key factors in reducing job rotation within the Cilegon City Regional Government. Therefore, organizations need to improve employee satisfaction, strengthen commitment, and foster employee engagement to create work stability and effectiveness.

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