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Job Rotation and Competence on Employee Performance Mediated by Motivation among Civil Servant Educational Staff at UPN "Veteran" Yogyakarta

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Abstract

This study examines the influence of job rotation and competence on employee performance, with motivation as a mediating variable among civil servant educational staff at Universitas Pembangunan Nasional "Veteran" Yogyakarta. Using a quantitative explanatory approach, data were collected from 83 respondents through an online questionnaire. The findings show that job rotation positively affects employee performance, indicating that structured rotation helps employees adapt and enhance productivity. Competence also has a positive and significant effect on performance, suggesting that higher skills and professional abilities lead to better results. Furthermore, motivation mediates the relationship between job rotation, competence, and employee performance. The study concludes that effective job rotation and continuous competence development can enhance motivation and improve performance among educational staff. Organizations should therefore focus on empowering employees through skill development and work enrichment to achieve higher institutional performance.

Keywords: job rotation, competence, motivation, employee performance

INTRODUCTION

The success of an organization, whether public or private, is largely determined by the quality of its human resources (Hidayat et al., 2024). Employees are not merely regarded as factors of production, but as strategic assets who design, execute, and sustain organizational operations (Budiarti et al., 2024). Employee performance serves as a key

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indicator of organizational effectiveness, as the productivity of public servants directly affects the quality of public service delivery and the achievement of institutional goals (Robbins & Judge, 2019).

Within the context of higher education institutions, improving employee performance has become increasingly critical. Universities operate as complex organizations that manage academic, administrative, and public service functions simultaneously. Universitas Pembangunan Nasional "Veteran" Yogyakarta (UPN VY), particular attention has been given to the performance of civil servant administrative staff, whose work outcomes are used to evaluate institutional efficiency. The performance of civil servants in Indonesia is regulated under Government Regulation (PP) No. 30 of 2019 on Civil Servant Performance Appraisal, which stipulates that employee performance must be assessed based on the Employee Performance Targets and behavioural indicators that reflect the core values of the civil service.

However, internal data from UPN "Veteran" Yogyakarta indicate a persistent gap between performance targets and actual results. Between January 2024 and June 2025, the average SKP achievement rate among administrative staff was 86.09% in January 2024, declining to 84.31% in July 2024, and slightly increasing to 85.78% in June 2025 all below the ideal target of 100% set by the government. This performance gap demonstrates that employee productivity has yet to reach the expected standard.

Such discrepancies are not unique to UPN "Veteran" Yogyakarta. According to the Ministry of Administrative and Bureaucratic Reform, approximately 37% of Indonesia's civil servants fail to consistently meet their annual performance targets. The main contributing factors include mismatched job competencies, ineffective placement systems, and low employee motivation. Similarly, the National Institute of Public Administration reported that many government agencies have not fully implemented a merit-based system in staff rotation and development, leading to imbalances between employee capabilities and assigned duties.

Interviews conducted with several administrative staff members at UPN "Veteran" Yogyakarta revealed that job rotation is often implemented on short notice and lacks structured planning. Many employees reported receiving no prior briefing or training before being reassigned, and some noted that the process did not always consider the match between technical competencies and job requirements. As a result, staff members often require additional time to adapt to new roles, reducing work efficiency in the short term.

A preliminary survey involving 30 administrative civil servants also highlighted these concerns. The human resource planning indicator in the job rotation assessment scored

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an average of 2.57 (fair), while work culture and talent development indicators scored 3.37 and 3.20 (good), respectively. These findings suggest that while some aspects of job rotation are perceived positively, fairness and planning mechanisms remain areas for improvement.

Another observed phenomenon concerns employee competence. In the same preliminary survey, the knowledge indicator scored 2.53 (fair), while skills and behaviours indicators scored 3.30 and 3.37 (good). This indicates that while most staff exhibit adequate technical skills and work behaviour, many still lack a full understanding of their core responsibilities. Follow-up interviews confirmed that employee placement decisions often overlook educational background and expertise, and that access to training opportunities remains limited and uneven across units.

Low motivation levels further compound these challenges. Survey results show that the achievement indicator averaged 2.57 (fair), affiliation scored 3.30 (good), and power scored 2.53 (fair). These results reflect a general sense of moderate motivation, where employees feel less satisfied with their work results and less enthusiastic about assuming decision-making roles. Interviews also revealed that recognition and reward systems have not been consistently implemented, leading to reduced morale and engagement.

Overall, the persistent gap between performance targets and outcomes among administrative civil servants at UPN “Veteran” Yogyakarta highlights key challenges in human resource management specifically in the areas of job rotation, competency development, and employee motivation. These findings emphasize the need for systematic evaluation and improvement of HR practices to align with the principles of professionalism and meritocracy as mandated by Law No. 20 of 2023 on the State Civil Apparatus (ASN). Strengthening these aspects is essential for enhancing employee performance and ensuring the long-term achievement of institutional objectives.

LITERATURE REVIEWS

Employee Performance

Employee performance represents the measurable outcomes of an individual’s work within an organization. According to Government Regulation No. 30 of 2019, it refers to the results achieved by civil servants based on performance targets and behavioural indicators. (Robbins & Judge, 2019) define performance as the degree of accomplishment of assigned tasks compared to established standards, while Mathis & Jackson (2019) emphasize that performance results from the interaction of ability, motivation, and support.

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Key factors influencing performance include competence, motivation, work environment, leadership style, and reward systems (Robbins & Judge, 2019; Zainal, 2018). In Indonesia's civil service context, Ministerial Regulation No. 6/2022 divides performance indicators into (1) SKP – quality, quantity, time, and cost efficiency, and (2) PKP – service orientation, commitment, initiative, cooperation, and leadership.

Job Rotation

Job rotation is a human resource management practice aimed at developing employee potential and maintaining organizational effectiveness. The Civil Service Law No. 5/2014 defines rotation as the transfer of employees between positions within or across units based on merit, competence, and performance. Robbins & Judge (2019) describe it as the periodic movement of employees among roles to reduce monotony and enhance skills, while Hasibuan (2020); Simamora (2021) view it as a career development tool to expand knowledge and motivation.

Factors affecting rotation include job boredom, skill development, motivation, organizational flexibility, and career preparation (Robbins & Judge, 2019). Zainal (2018) adds that rotation enhances motivation, reduces fatigue, and supports skill diversification. Its implementation must follow UU No. 20/2023 and BKN Regulation No. 5/2019, emphasizing HR planning, work culture strengthening, and talent development as main indicators.

Competence

Competence refers to the ability and characteristics that enable individuals to perform tasks effectively. The Civil Service Law No. 5/2014 defines it as a combination of knowledge, skills, and attitudes required for job performance. Robbins & Judge (2019); Wibowo (2016) emphasize that competence integrates cognitive, technical, and behavioural elements that shape work quality.

According to Ministerial Regulation No. 38 of 2017 on Civil Service Job Competency Standards, competence is reflected through three key indicators: knowledge, skills, and behaviour.

Motivation

Motivation is the internal and external drive that directs individual behaviours toward achieving goals. Law No. 20/2023 emphasizes that motivation among civil servants must

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be strengthened through reward and career systems. Robbins & Judge (2019) define it as the process that explains the intensity, direction, and persistence of effort.

Motivation serves three functions: (1) driving action, (2) directing effort toward goals, and (3) sustaining persistence (Robbins & Judge, 2019). It can be intrinsic, arising from internal satisfaction, or extrinsic, derived from external rewards (Siagian, 2020). Based on McClelland's theory, the main motivation indicators are: (1) Need for achievement, (2) Need for affiliation, (3) Need for power.

Influence between variables

According to Law No. 5 of 2014 on the State Civil Apparatus, job rotation is the transfer of employees between positions in the same or different units, based on competence, qualifications, and performance under the merit system. Previous studies show mixed results. Suleman et al. (2022) state that job rotation provides opportunities for employees to learn new tasks, thereby improving skills and knowledge that positively affect performance. Similar findings were reported by Ambarwati et al. (2023); Utami & Putra (2025); Ravikumar et al. (2020), who found a significant positive relationship between job rotation and performance. However, Majd et al. (2024) found that not all employees respond positively; some experience increased workload and stress. Fadilla et al. (2025); Ngatimun (2023); Supomo (2025); Tintin Sri Puspitasari et al. (2024) also reported that rotation does not always have a significant effect on performance.

H_1: Job rotation has a positive and significant effect on the performance of civil servant education staff at UPN "Veteran" Yogyakarta.

Based on Law No. 5 of 2014, competence refers to the ability and characteristics of civil servants consisting of knowledge, skills, and behavioural attitudes required to perform official duties effectively. Nursaid et al. (2021) found that higher competence increases confidence and improves performance. This is consistent with Hamaloan et al. (2021); Nugroho et al. (2024); Pakpahan & Noviandy Aulia (2022); Suryanti et al. (2022); Wijayanto & Riani (2021), who reported a significant positive effect of competence on performance. Conversely, Gultom et al., (2024); Sutaguna et al. (2023) found that high competence does not always result in optimal performance if employees lack clear role understanding or commitment.

H_2: Competence has a positive and significant effect on the performance of civil servant education staff at UPN "Veteran" Yogyakarta.

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According to Robbins & Judge (2019) , job rotation is a managerial practice aimed at reducing monotony, improving skills, and stimulating motivation. Motivation serves as a mediator linking job rotation and performance. Majd et al. (2024); Maulana & Eddyono (2025); Utami & Putra (2025); Suleman et al. (2022) found that job rotation enhances performance when employees are motivated. Motivation here refers to intrinsic and extrinsic drives to learn, perform, and achieve organizational goals. In contrast, Fadilla et al. (2025); Ngatimun (2023); Supomo (2025); Puspitasari et al. (2024) showed that low motivation weakens the positive effect of rotation on performance. Thus, motivation acts as a mediating bridge between rotation and performance outcomes.

H_3: Job rotation has a positive and significant effect on employee performance through motivation among civil servant education staff at UPN "Veteran" Yogyakarta.

Robbins & Judge (2019) define competence as a combination of skills, abilities, and knowledge that enables individuals to perform effectively. Hamaloan et al. (2021); Suryanti et al. (2022) argue that competent employees tend to have higher intrinsic motivation, which encourages better performance. Similarly, Gultom et al. (2024); Nursaid et al. (2021); Wijayanto & Riani (2021)found that competence indirectly affects performance through motivation. However, Nugroho et al., 2024; Pakpahan & Aulia, 2022) showed that high competence may not lead to improved performance when motivation remains low due to limited recognition or unsupportive environments. This indicates that competence alone is insufficient without motivational reinforcement.

H4: Competence has a positive and significant effect on employee performance through motivation among civil servant education staff at UPN "Veteran" Yogyakarta

Research Framework

Referring to the identified relationships among variables, the conceptual framework of this study is depicted in Figure 1.

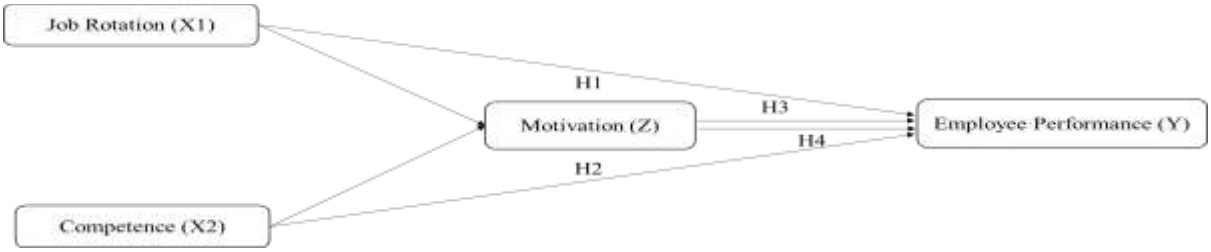


Figure 1. Research Framework

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RESEARCH METHOD

This study employed a survey research design using a quantitative approach with an explanatory research type. According to (Sekaran, 2021), explanatory research aims to explain causal relationships among variables. In this study, job rotation and competence were hypothesized to influence employee performance mediated by motivation among civil servant education staff at UPN "Veteran" Yogyakarta. Data analysis was conducted using the Structural Equation Modelling–Partial Least Squares (SEM–PLS) method with Smart PLS version 4.1. SEM–PLS is a variance-based approach focused on explaining and predicting relationships among latent variables in a conceptual model (Hair et al., 2024).

The research object comprised all civil servant education staff at UPN "Veteran" Yogyakarta, and the study was carried out from August to November 2025. The population included 84 employees distributed across several units. Using a saturated sampling technique (Sekaran, 2021), all members of the population were designated as the research sample. However, since the researcher was part of the population, one respondent was excluded to avoid bias, resulting in a final sample of 83 respondents.

The study utilized primary data collected through an online questionnaire distributed via google forms. The questionnaire used a five-point Likert scale. Data were analysed using descriptive and inferential statistical methods. Descriptive analysis summarized respondents' profiles (gender, age, position, and tenure) and perceptions of each variable. Inferential analysis employed SEM–PLS, which was divided into two stages: the outer model and the inner model. The outer model tested the validity and reliability of constructs, while the inner model examined causal relationships among variables.

DISCUSSION

Descriptive Analysis

Based on respondent characteristics, the majority belonged to Generation X (45–59 years) with 57 respondents (59%), followed by Millennials (27–44 years) with 34 respondents (41%). Generation X employees tend to demonstrate strong loyalty and job commitment, while Millennials are generally more adaptable to technological changes and prefer flexibility (Deal et al., 2010; Kupperschmidt, 2000; Parry & Urwin, 2011). Regarding gender, male respondents constituted 54.2% and female respondents 45.8%, reflecting the persistent gender gap in Indonesia's public sector, where women's representation in structural positions remains limited due to organizational and socio-cultural barriers (Hartati et al., 2020).

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In terms of rank classification, most respondents were in Penata Muda Tk.I/IIIb (45.8%), followed by Penata Tk.I/IIId (14.5%) and Penata Muda/IIIa (10.8%). Senior ranks such as Pembina/IVa, Pembina Tk.I/IVb, and Pembina Utama Madya/IVd were fewer, consistent with the civil service structure in Indonesia where mid-level employees dominate (Tjiptoherijanto, 2019). Furthermore, most respondents had more than 20 years of service (63.9%), indicating a workforce with long tenure and strong affective commitment to the organization (Aryati et al., 2017).

Regarding variable characteristics, the average performance score was 4.25, indicating good overall performance. The highest indicator (mean = 4.46) was "I maintain accuracy in every task," suggesting that precision significantly contributes to work quality (Prawita et al., 2024). The lowest indicator (mean = 3.73) was "I can be a role model for colleagues," implying limited leadership initiative among some employees.

For job rotation, the overall mean was 3.63, showing that rotation practices are perceived as fairly good. The highest indicator was adaptation to different work cultures (mean = 3.80), emphasizing flexibility gained through rotation (Aini & Tulus, 2015). However, fairness in rotation received the lowest score (mean = 3.31), indicating room for improvement in transparency.

The competence variable obtained an average score of 4.12, meaning employees generally possess adequate competence. The highest score (mean = 4.36) was professionalism in workplace interactions, highlighting that professionalism strongly supports performance (Wibawa et al., 2025). The lowest (mean = 3.75) was understanding of roles and responsibilities, suggesting a need for clearer job definition.

Finally, the motivation variable had an average of 4.11, reflecting a strong motivational climate. The top indicators (means = 4.40) were satisfaction after completing quality work and striving for continuous improvement, showing employees are driven by achievement (Kosali & Nabila, 2024). Meanwhile, lower means were observed for influence-related indicators such as enthusiasm for decision-making opportunities (3.81) and desire for influential roles (3.77).

Data analysis technique – Outer Model

The data analysis technique in this study employed the SEM-PLS version 4.1 model, which consists of two stages: the outer model analysis and the inner model analysis. The outer model was used to test the quality of the variable for each construct. Validity was examined using average variance extracted (AVE), while reliability was tested using Cronbach's Alpha and Composite Reliability (CR). The outer model illustrates the

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relationship between latent variables and their indicators through the path model, which shows how well each indicator reflects the measured construct. The path model, as presented in Figure 2.

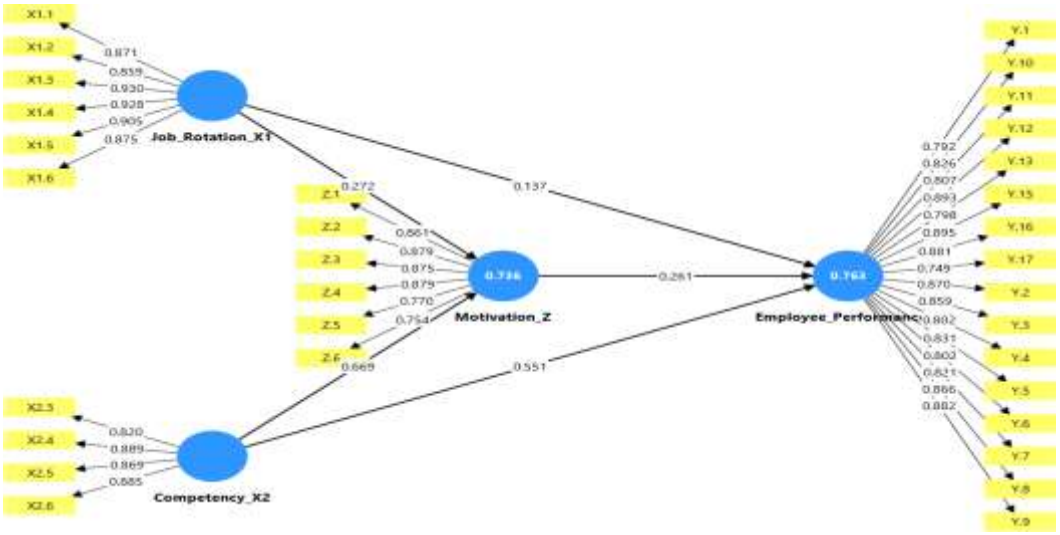


Figure 2. Path Model – Outer model

Based on the outer model path, the researcher conducted a detailed analysis of the validity and reliability of each construct to ensure that all indicators accurately represent the latent variables and meet the required measurement criteria. The results of this analysis are presented in Table 1.

Table 1. Validity test and Reliability test

Variable	*Cronbach's alpha*	*rho_a*	*rho_c*	AVE
Job_Rotation_X1	0.950	0.951	0.960	0.801
Competency_X2	0.889	0.892	0.923	0.750
Employee_Performance_Y	0.971	0.972	0.974	0.700
Motivation_Z	0.915	0.927	0.934	0.702

Source: SEM-PLS 4.1 (2025)

All constructs in the model met the validity and reliability criteria, with AVE values above 0.50, indicating that more than 50% of indicator variance is explained by the latent constructs (Hair et al., 2024). Likewise, Cronbach's Alpha and Composite Reliability values exceeded 0.70, confirming strong internal consistency (Hair et al., 2024). Thus, all

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variables were declared valid and reliable, ensuring that the measurement model (outer model) is appropriate for further structural model (inner model) analysis.

Data analysis technique – Inner Model

The inner model analysis was conducted to examine the relationships among latent constructs as proposed in the research hypotheses and to assess the model's explanatory power for dependent variables. This stage included the path model, R-square test, goodness of fit, and significance test of the path coefficients. The path model – inner model, presented in Figure 3, illustrates the structural relationships among the latent constructs in this study.

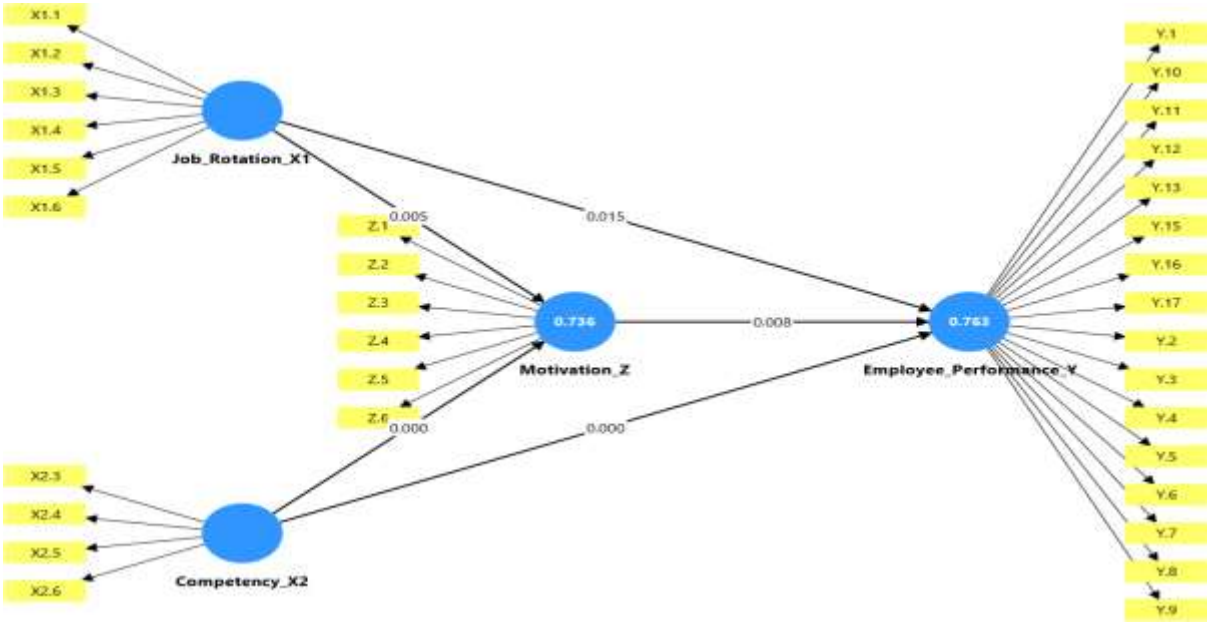


Figure 3. Path Model – Inner model

Based on the inner model path, the researcher conducted a detailed analysis of the structural relationships among latent constructs to evaluate the strength and direction of each hypothesized path. This stage was divided into three main tests: the R-Square test, the Goodness of Fit test, and the Significance and Path Coefficient test, to provide a more comprehensive understanding of the model's explanatory power and predictive accuracy. The results R-Square test is summarized in Table 2.

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Table 2. R-Square test

Variable	R-square	R-square adjusted
Employee_Performance_Y	0.763	0.754
Motivation_Z	0.736	0.729

Source: SEM-PLS 4.1 (2025)

Based on the results in Table 2, the adjusted R-square value for employee performance (Y) is 0.754, and for motivation (Z) is 0.729. This indicates that job rotation (X1) and competence (X2) explain 72.9% of the variance in motivation, while job rotation (X1), competence (X2), and motivation (Z) together explain 75.4% of the variance in employee performance. According to (Hair et al., 2024). Furthermore, the Goodness of Fit (GoF) test was used to evaluate the overall fit between the hypothesized model and the observed data. The results are presented in Table 3.

Table 3. Goodness of Fit

Model	Estimated	95% CI Limit	Criteria	Interpretation
SRMR	0.077	0.065	SRMR ≤ 0.08 and ≤ CI limit → good fit	Good Fit
d_ULS	3.128	2.060	Estimated ≤ CI limit → model accepted	Moderate Fit
d_G	3.533	4.587	Estimated ≤ CI limit → model accepted	Good Fit

Source: SEM-PLS 4.1 (2025)

Based on Table 4.13, the SRMR value of 0.077 indicates a good fit. The d_ULS value of 3.128 is classified as moderate fit, while the d_G value of 3.533 demonstrates a good fit. Overall, the research model exhibits satisfactory to moderate fit, indicating its suitability for testing the relationships among latent variables. The results are presented in Table 4.

Table 4. Path Coefficient (direct and indirect effect)

Variable Relationships	*Original*	(|O/STDEV|)	P- values
Direct effect			
JR_X1 → EP_Y	0.137	2.161	0.015
Komp_X2 → KP_Y	0.551	4.705	0.000
Indirect effect			

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RK_X1 → Mot_Z → KP_Y	0.071	1.887	0.030
Komp_X2 → Mot_Z -> KP_Y	0.175	2.135	0.016

Notes: JR = Job Rotation; Komp = Competence; Mot = Motivation; KP = Employee Performance

Source: SEM-PLS 4.1 Data (2025)

Based on the results presented in Table 4, the structural model shows that work rotation (X1) has a positive and significant direct effect on employee performance (Y), with an original sample value of 0.137, a t-statistic of 2.161, and a p-value of 0.015, indicating that better implementation of work rotation significantly enhances employee performance. Competence (X2) also has a positive and significant direct effect on employee performance, with an original sample value of 0.551, a t-statistic of 4.705, and a p-value of 0.000, suggesting that higher employee competence is associated with improved performance. Regarding indirect effects, work rotation (X1) influences employee performance through motivation (Z), with an original sample value of 0.071, a t-statistic of 1.887, and a p-value of 0.030, demonstrating that motivation significantly mediates the relationship, albeit with a relatively weak effect. Similarly, competence (X2) affects employee performance indirectly through motivation, with an original sample value of 0.175, a t-statistic of 2.135, and a p-value of 0.016, indicating that motivation acts as a significant mediator that strengthens the relationship between competence and employee performance.

Inter-Variable Effects

The results indicate that work rotation positively and significantly affects employee performance at UPN “Veteran” Yogyakarta. Effective work rotation provides employees with opportunities to learn new tasks, broaden their skills, and enhance their capabilities (Suleman et al., 2022). According to BKN Regulation No. 5 of 2019, employee rotations should occur every 2 to 5 years to promote organizational renewal and competency development. However, interviews revealed that rotations are often implemented subjectively, lacking clear competency-based planning, which leads to misalignment with employees’ expertise and suboptimal adaptation. Questionnaire data showed the lowest score for fairness in rotation, indicating limited transparency and managerial influence. Additionally, the seniority and long tenure of employees pose challenges in adapting to new roles, suggesting that rotations only positively affect performance when conducted objectively, systematically, and aligned with employee competencies. These findings align

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with previous studies Ambarwati et al. (2023); Utami & Putra (2025); Ravikumar et al. (2020); Suleman et al. (2022) and contradict others that reported insignificant effects (Majd et al., 2024; Fadilla et al., 2025).

This study found that competence has a positive and significant effect on the performance of civil servant educational staff at UPN "Veteran" Yogyakarta, indicating that higher employee competence leads to better performance. According to Law No. 5 of 2014 on State Civil Apparatus, competence encompasses the knowledge, skills, and behavioral attitudes required to perform official duties, which aligns with Nursaid et al. (2021) who argue that highly competent employees tend to have greater self-confidence and work effectiveness. Government Regulation No. 11 of 2017 also emphasizes continuous competence development through training and lifelong learning; however, interviews revealed that training opportunities at UPN "Veteran" Yogyakarta remain uneven, particularly in digital administration and technology-based academic services. Questionnaire results showed that the lowest competence indicator was understanding duties and responsibilities, suggesting employees often rely on self-learning due to insufficient relevant training. Most respondents are aged 45–59 with over 20 years of service, possessing deep experience in conventional systems but facing challenges adapting to digital administration, which limits work effectiveness. These findings support prior research Hamaloan et al. (2021); Nugroho et al. (2024); Pakpahan & Aulia (2022); Suryanti et al. (2022); Wijayanto & Riani (2021) while contradicting studies by Gultom et al. (2024); Sutaguna et al. (2023), which found no significant effect of competence on employee performance.

This study found that job rotation has an indirect positive and significant effect on the performance of civil servant educational staff at UPN "Veteran" Yogyakarta when mediated by motivation, indicating that job rotation not only impacts performance directly but also enhances it through increased employee motivation. Interviews with three staff members revealed that motivation often decreases due to poorly planned rotation policies and placements mismatched with individual competencies; employees frequently receive no prior notice or preparation, feel unrecognized, and perceive rotation decisions as unfair, reducing work enthusiasm and loyalty. Questionnaire results indicated the lowest motivation score was related to the statement "I want to have a role in achieving organizational goals," suggesting that employees are not sufficiently involved in organizational objectives, which limits performance improvement. These findings align with previous studies Majd et al. (2024); Maulana & Eddyono (2025); Utami & Putra (2025); Suleman et al. (2022) showing that motivation mediates the positive effect of job rotation

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on performance, while contradicting research by Fadilla et al. (2025); Ngatimun (2023); Supomo (2025); Puspitasari et al. (2024), which found that motivation did not mediate this relationship.

This study shows that competence has an indirect positive and significant effect on the performance of civil servant educational staff at UPN "Veteran" Yogyakarta when mediated by motivation. Competence not only directly influences performance but also enhances it by increasing employee motivation, as higher-competence employees tend to work more effectively and achieve optimal results. Interviews revealed that employee placements often do not match their competencies, requiring self-learning in new units, while insufficient preparation led some employees to feel their skills were underappreciated, reducing motivation. This decline in motivation limits the full utilization of competencies in completing tasks, highlighting the critical role of motivation as a mediator (Robbin & Judge, 2019). The findings align with previous studies Gultom et al. (2024); Hamaloan et al. (2021); Nursaid et al. (2021); Suryanti et al. (2022); Wijayanto & Riani (2021) showing that competence indirectly affects performance through motivation. They contrast with Nugroho et al. (2024); Pakpahan & Aulia (2022), which reported that motivation does not mediate competence's effect on employee performance.

CONCLUSION

The findings of this study indicate that job rotation has a positive and significant effect on the performance of civil servant educational staff at UPN "Veteran" Yogyakarta. Better-planned job rotations contribute to improved employee performance, although the implementation of rotations still requires objective and systematic planning. Employee competence also positively and significantly affects performance, as staff with higher knowledge, skills, and work attitudes are able to achieve more optimal results. Motivation was found to significantly mediate the relationships between both job rotation and performance, as well as competence and performance, suggesting that well-planned rotations and higher competence enhance motivation, which in turn improves overall employee performance.

Based on these findings, it is recommended that UPN "Veteran" Yogyakarta improve routine training and orientation programs and develop detailed job descriptions to ensure that employees fully understand their roles and contributions to organizational performance. Employees are also encouraged to actively seek guidance and share experiences with senior colleagues or direct supervisors to further enhance their competencies and maximize work performance. These steps are expected to strengthen

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both motivation and the effective application of skills, thereby optimizing performance outcomes.

This study has several limitations that should be considered. Most respondents were civil servants, so generalization to non-PNS or government contractual employees (PPPK) should be done with caution due to potential differences in motivation, competence, and response to job rotation. Additionally, the implementation of job rotation at UPN "Veteran" Yogyakarta has not been fully objective or systematically planned, meaning that employees' subjective perceptions may have influenced the results. Future research should consider a more diverse sample and examine rotation practices in a more structured and objective manner.

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