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Role Of Work Motivation In Mediating The Relationship Between Job Rotation And Work Stress On Organizational Commitment Of Employees At FOX Hotel Gorontalo

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Abstract

The purpose of this research is to examine how intrinsic motivation at work mitigates the negative effects of job hopping and stress on employees' dedication to their company at the FOX Hotel Gorontalo City. The researchers in this study used a correlational strategy and a quantitative approach. We used SMART-PLS 4.1 to evaluate the data we gathered from 42 respondents who were chosen using the Slovin algorithm. Work stress has a negative and statistically significant influence on motivation, whereas job rotation significantly increases motivation. Organizational commitment is unaffected by job rotation or stress on the job. The link between job rotation and work stress on organizational commitment can be totally mediated by work motivation, which has a positive and significant influence on commitment. Work motivation and organizational commitment are variables that the study model somewhat explains, according to the R-Square values.

Keywords: ***Organizational Commitment, Work Motivation, Job Rotation, Work Stress***

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INTRODUCTION

Human Resources (HR) is the most vital strategic asset for the sustainability of any organization, particularly in service industries such as hospitality and public services. The performance, loyalty, and dedication of employees on the front lines of service delivery are crucial to an organization's success in sectors that demand exceptional service quality. The caliber and commitment of an organization's human resources now determine its competitive advantage alongside financial capital. Consequently, companies must continuously create workplaces that foster employee commitment and loyalty, which often pose significant challenges in the context of increasing labor market volatility (Sadly et al., 2025).

The Accommodation, Food, and Beverage sector—which includes hotels, restaurants, and other accommodation services—makes a significant contribution to employment in Gorontalo Province, according to statistics from the Central Statistics Agency (BPS) in the 2023 Gorontalo Province Economic Report. This sector is a vital part of the service and tourism industries, employing 29.36% of the workforce. This figure highlights the vital role of the hospitality industry in the local economy as both a major employer and service provider. However, higher employee dedication and motivation do not always correlate with increased labor demand in this industry. Particularly in industries with strict service requirements and heavy workloads, issues such as excessive workloads, workplace stress, and high staff turnover rates persist. A study in the Journal of Tourism and Hospitality Business Studies by Hazmi et al. (2023) reinforces this idea by demonstrating the domino effect of workplace stress and workload on employee turnover, which in turn affects employees' dedication and loyalty to their organizations.

The significance of strong organizational commitment among workers may be enhanced via efficient human resource management, as this phenomenon demonstrates. Low turnover and increased productivity are two outcomes of organizational commitment, which is the psychological power of an individual to connect with and participate in an organization (Suleman et al., 2022). In such a setting, it is crucial for businesses to identify what influences employee dedication. Job rotation is one strategy that has been shown to significantly impact employees' dedication to their organizations.

Job rotation is important because it is a managerial tool used to enhance employees' knowledge and experience and has been shown to be linked to organizational commitment, particularly when managed effectively. However, if job rotation is implemented without considering employee readiness, differences in workload, or the ability to adapt to a new work environment, such conditions can actually lead to

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psychological pressure that results in work-related stress. Therefore, organizations need to balance employee development needs with employees' capacity to adapt to a new work environment (Rusdi et al., 2024).

Work-related stress is another factor that cannot be ignored, particularly in the hospitality sector, where frontline employees interact directly with customers under high work pressure. Employees are expected to maintain professionalism, meet service standards, and handle unpredictable situations. On the other hand, a demanding work environment often creates obstacles in the form of work-related stress. Work-related stress in the service industry, particularly among frontline employees, is a critical issue because employees face unique pressures such as interpersonal conflicts, excessive workloads, and high emotional demands. If not managed properly, stress can become a major obstacle to building organizational commitment.

The problem that develops is that there isn't always a direct correlation between job rotation, stress at work, and organizational commitment. Work motivation is a psychological factor or internal mechanism that mediates this relationship. The results of a research by Baihaqy (2024) entitled "The Impact of Work Conflict and Work Stress on Organizational Commitment: The Mediating Role of Motivation" show that this is true. Work stress does not directly impact organizational commitment, according to the study. However, it does have a considerable impact on work motivation, which in turn impacts organizational commitment. Motivation itself is an internal drive that prompts individuals to act and exert effort. Logically, high levels of work stress tend to lower work motivation, which ultimately leads to a decline in organizational commitment. Conversely, job rotation practices that provide benefits are expected to increase work motivation, which then develops into organizational commitment.

Problem Statement

This phenomenon can be clearly observed in the service industry, such as at FOX Hotel Gorontalo, where the researcher completed a 45-day regular internship program in 2025, from June 2 to August 7, 2025. During the internship, the researcher observed several interesting phenomena related to work patterns and employee dynamics, particularly in operational departments such as Housekeeping, Front Office, and Kitchen. One notable phenomenon was the implementation of internal job rotation, which involves transferring employees from one position to another within operational departments as needed by the hotel. For example, a Room Attendant might be assigned as a Public Area

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Attendant, or a Waiter/Waitress might be transferred to the Banquet department to support smooth operations during major events and periods of high hotel occupancy.

The selection of this research title is also based on current phenomena related to job rotation, psychological pressure resulting from work-related stress, and employee turnover occurring at Fox Hotel Gorontalo. These dynamics have sparked academic interest in understanding the relationships and influences among these variables on employees' organizational commitment. Furthermore, there remains a limited body of empirical research that simultaneously examines the relationship between job rotation, work-related stress, work motivation, and organizational commitment within the hospitality sector, particularly in the city of Gorontalo, which is emerging as a hub for the service and tourism industries.

RESEARCH METHOD

This study examines the impact of job rotation and work stress on organizational commitment through work motivation among employees at Fox Hotel in Gorontalo City, using quantitative methodology and correlational research techniques. Since the objective of this study is to use statistical analysis to objectively investigate the relationships between variables, a quantitative method was employed. Employees from various operational areas, including housekeeping, front desk, kitchen, and lounge services, participated in this study, which was conducted at FOX Hotel Gorontalo.

All employees of Fox Hotel in Gorontalo City constitute the study population. The sample size was calculated using probability sampling and the Slovin algorithm. A total of 42 respondents were selected as the study sample based on these calculations. A structured questionnaire administered directly to the respondents was used to collect data. To measure respondents' opinions on job rotation, work stress, work motivation, and organizational commitment, the questionnaire used a Likert scale with a range of values from 1 (strongly disagree) to 5 (strongly agree).

The researchers in this study used SmartPLS, specifically Partial Least Squares Structural Equation Modeling (SEM-PLS), to conduct quantitative inferential analysis. This research includes testing of both internal and external models. To assess the external model, reliability and validity tests were used, including Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). Concurrently, t-tests, p-values, and path coefficients were examined to test hypotheses, as well as R-Square, predictive validity, effect sizes, and the internal model. A significance level of 5% (0.05) was used in this study.

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RESULT AND DISCUSSION

a. Overview of Respondents

A total of 42 respondents, or 53.33% of all FOX Hotel Gorontalo employees—both operational and non-operational—participated in this survey. Male respondents were in the majority, with 33 respondents (78%) compared to 9 female respondents (21%). In terms of age, respondents aged 31 to 35 constituted the largest group (20 people, or 47%), while those aged 36 to 40 were the smallest group. Of the total responses, 21 (or 50%) had four to six years of service, while 2 (or 4%) had one to three years of service. There were 8 contributions (19%) from the Housekeeping department and 1 contribution (2%) from the HR & Catering department, based on their responses

b. Evalutiion of Measurement Models (Outer Model)

Table 1: Discriminant Validity Results

Variable	*AVE*	Standar	Status
Job Rotation	0.514	0.5	Valid
Work Stress	0.481	0.5	Valid
Work Motivation	0.602	0.5	Valid
Organizational Commitment	0.602	0.5	Valid

Source: PLS data, 2026

A total of 42 respondents, or 53.33% of all FOX Hotel Gorontalo employees—both operational and non-operational—participated in this survey. Male respondents were in the majority, with 33 respondents (78%) compared to 9 female respondents (21%). In terms of age, respondents aged 31 to 35 constituted the largest group (20 people, or 47%), while those aged 36 to 40 were the smallest group. Of the total responses, 21 (or 50%) had four to six years of service, while 2 (or 4%) had one to three years of service. There were 8 contributions (19%) from the Housekeeping department and 1 contribution (2%) from the HR & Catering department, based on their responses.

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Table 2: Composite Reliability Results

Variable	*Composite Reliability (rho_a)*	*Composite Reliability (rho_c)*	Standar	Status
Job Rotation	0.949	0.947	0.6	Reliable
Work Stress	0.909	0.892	0.6	Reliable
Work Motivation	0.955	0.958	0.6	Reliable
Organizational Commitment	0.939	0.940	0.6	Reliable

Source: PLS data, 2026

Table 2 shows that for alpha rho-a and rho-c, all research variables have composite reliability values greater than 0.6. Since all research variables have met the required threshold, it can be concluded that they are all excellent.

Table 3: *Cronbach's Alpha* Results

Variable	*Cronbach's Alpha*	Standar	Status
Job Rotation	0.941	0.7	Reliable
Work Stress	0.869	0.7	Reliable
Work Motivation	0.952	0.7	Reliable
Organizational Commitment	0.932	0.7	Reliable

Source: PLS data, 2026

Data analysis shows that the Cronbach's alpha values for all research variables are greater than 0.7. Based on these results, each variable has achieved a very high level of reliability, meeting the requirements for composite reliability.

c. Evalution of Structural Models (Inner Models)

A structural model evaluation (internal model) was conducted to investigate the relationships among the study variables. Effect size (f^2), the coefficient of determination (R^2), and the significance of correlations among variables were part of this analysis, which

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utilized bootstrapping. To determine how well the model explains the dependent variable, we examined the coefficient of determination (R^2).

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Table 4: R-Square Results

No.	Variable	Variable (M)	Variable (Y)	
			Direct	Indirect
1	Job Rotation	0.603	0,088	0.376
2	Work Stress	-0.400	0.113	-0.249
3	Work Motivation		0.624	
Simultaneous Determination		0.548	0.416	

Sourcer: PLS Data , 2026

According to the research findings, the R-Square value for work motivation is 0.548, which means that job rotation and work stress account for 54.80% of the variance in work motivation, with additional factors outside the research model influencing the remainder. Job rotation is the most important factor (60.30% positive influence and 40% negative influence) in motivating employees to give their best at work. The R-Square value of 0.416 for organizational commitment indicates that factors beyond job rotation, work stress, and intrinsic motivation account for an additional 21.60% of the variance in organizational commitment, and that additional factors not considered in this study contribute to its maintenance. Among the factors influencing organizational commitment, work motivation is the most important (62.40%), with job stress and job rotation acting as indirect influences.

Table 5: Q2 Predictive Relevance Results

Endogeneous Variables	*SSO*	*SSE*	*Q2 (=1-SSE/SSO)*	Criteria
Work Motivation	630.000	434.049	0.311	Moderate
Organizational Commitment	630.000	522.896	0.170	Moderate

Sourcer: PLS Data , 2026

Based on the results of the predictive validity test (Q^2), the level of individual work motivation is 0.311 and the level of organizational commitment is 0.170. Both the work motivation and organizational commitment variables of FOX Hotel Gorontalo employees are very well explained by this research model, as both values are greater than 0.

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Table 6: *F-Square (F^2) / Effect Size Results*

Variable Relationship	F^2	Category
Work Motivation – Organizational Commitment	0.301	Moderate
Job Rotation –Organizational Commitment	0.007	Small (Very Weak)
Work Stress –Organizational Commitment	0.016	Small
Job Rotation – Work Motivation	0.801	Large
Work Stress – Work Motivation	0.353	Large

Sourcer: PLS Data , 2026

The results of the F-square analysis indicate that the degree of influence among the variables varies. A large F^2 value of 0.801 for job rotation and a large F^2 value of 0.353 for job stress indicate that both factors have a strong impact on work motivation. With an F^2 value of 0.301, work motivation has a moderate influence on organizational commitment. In contrast, job rotation (0.007) and work stress (0.016) are relatively small and do not make a significant contribution. Based on these results, it appears that work motivation is the primary mediating variable between work stress and organizational commitment, rather than job rotation or job stability directly.

d. Results of The Hypohesis Testing (Path Coefficient)

Path coefficient analysis is used not only to test hypotheses, but also to understand the mechanisms underlying the relationships between variables in the research model. Path significance tests were conducted using the bootstrapping method (5,000 resamples) with a one-tailed test at a 5% significance level (t-statistic > 1.645; $p < 0.05$).

The complete results of the hypothesis testing are presented in Table 7.The skills essential for an effective negotiator The results of the analysis are presented in the following figure:

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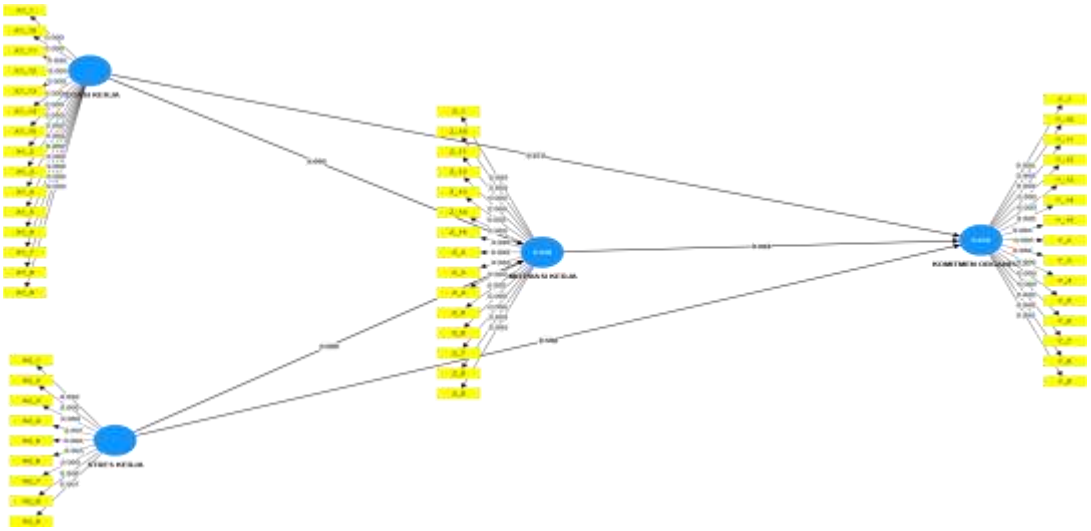


Figure 1: *Bootsrapping*

Path significance tests were conducted using the bootstrapping method (5,000 resamples) with a one-tailed test at a 5% significance level (t-statistic > 1.645; p < 0.05). The complete results of the hypothesis testing are presented in Table 7.The skills essential for an effective negotiator

Direct Effect

Based on the table of hypothesis testing for direct effects above, the results of the analysis can be summarized as follows:

Table 7: Results of the direct hypothesis test

No	Exogenous	Endogenous	Hypothesis	*Path Coeff*	*t-Value (p-Value)*	Decision
	Job Rotation	Motivation Work	A Positive and significant impact	0.603	8.519 (0.000)	H1 Accepted
	Work Stress	Motivation Work	A Negative and significant impact	-0.400	4,242 (0.000)	H2 Accepted
	Job Rotation	Organizational Commitment	Has no effect	0.088	0.423 (0.672)	H3 Rejected

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No	Exogenous	Endogenous	Hypothesis	*Path Coeff*	*t-Value (p-Value)*	Decision
	Work Stress	Organizational Commitment	Has no effect	0.113	0.527 (0.598)	H4 Rejected
	Work Motivation	Organizational Commitment	A Positive and significant impact	0.624	2.894 (0.004)	H5 Accepted

a). The Effect of Job Rotation on Work Motivation

The effect of job rotation on intrinsic work motivation was found to have a t-statistic of 8.519 and a p-value of 0.000. With a p-value less than 0.05, we accept H1 and conclude that job rotation significantly increases work motivation. It appears that when a company provides job rotation opportunities aligned with employees' skills and experience, it motivates them to work harder. Workplace data reveals that when Fox Hotel Gorontalo implemented job rotation, staff members reported a significantly greater intrinsic drive to perform at their best. Job rotation allows workers to gain expertise in various areas of the company while exposing them to new challenges. Inspiring and motivating workers to perform better are two outcomes of providing them with new challenges and experiences. The variety of work gained through rotation is also able to reduce the boredom that often arises from monotonous work routines.

b). The Effect of Work Stress on Work Motivation

With a t-statistic of 4.242 and a p-value of 0.000, the correlation between work-related stress and intrinsic motivation is strong. This supports H2, which states that work stress significantly reduces intrinsic motivation, as the p-value is less than the significance level of 0.05 (0.000 < 0.05). This suggests that workers' intrinsic motivation will fall as stress levels in the workplace rise. According to empirical research, employees at Fox Hotel Gorontalo are more likely to experience a decline in work motivation if they experience higher levels of work-related stress. Employees under excessive work pressure may become physically and mentally exhausted, making it difficult for them to complete their tasks. Employees sometimes lose their enthusiasm and internal motivation to perform their best when this scenario persists over an extended period. Work that was once viewed as a means to achieve goals and grow personally may become a source of stress that reduces job satisfaction.

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c). The Effect of Job Rotation on Organizational Commitment

The impact of job rotation on organizational commitment is statistically significant, with a t-statistic of 0.556 and a p-value of 0.423. The p-value is higher than the significance level of 0.05 (0.423 > 0.05), indicating that job rotation has a small but positive effect on organizational commitment. Thus, H3 is rejected. Employee loyalty to the company does not appear to increase as a result of job rotation. This suggests that employees' emotional continuity and organizational commitment are not affected by job transitions. Therefore, it is not necessarily true that job rotation causes employees to become less loyal to the hotel.

d). The Effect of Work Stress on Organizational Commitment

The t-statistic for the effect of work stress on organizational commitment is 0.532, with a p-value of 0.527. Since the p-value is greater than 0.05 (0.527 > 0.05), we reject Ha4, which means that while work stress is harmful to you, it may not necessarily reduce your commitment to your company. This indicates that workplace stress does not have a direct correlation with a decrease in employees' organizational commitment. The research findings suggest that the level of natural stress in the workplace does not always affect employee loyalty and retention. Thus, even when workers are under significant pressure, their commitment to the hotel as an employer does not necessarily decline.

e). The Effect of Work Motivation on Organizational Commitment

The results of a study examining the relationship between intrinsic motivation in the workplace and loyalty to the company showed a t-statistic value of 2.894 and a p-value of 0.004. Since the p-value is less than the probability threshold of 0.05 (0.004 < 0.05), we can conclude that work motivation has a significant and positive impact on organizational commitment, thus accepting Ha5. This means that when employees are enthusiastic about their work, their dedication to the company increases. Based on these findings, when employees are enthusiastic about their work, they are more loyal to the organization. Motivated employees are more likely to go above and beyond, take pride in their work, and demonstrate loyalty to their supervisors.

Indirect Effect

Based on the table of hypothesis testing for indirect effects above, the results of the analysis can be summarized as follows:

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Table 7: Results of the indirect hypothesis test

No	Exogenous	Mediation	Endogenous	Path Coeffient	*t-Value (p-Value)*	Decision
1	Job Rotation	Work Motivation	Organizational Commitment	0.376	2.868 (0.004)	H6 Accepted
2	Job Rotation	Work Motivation	Organizational Commitment	-0.249	2.225 (0.026)	H7 Accepted

Sourcer: PLS Data , 2026

Based on the table of hypothesis testing for indirect effects above, the results of the analysis can be summarized as follows:

a. The Effect of Job Rotation on Organizational Commitment through Work Motivation

Job motivation is an indirect mechanism through which job rotation influences organizational commitment (statistical t = 2.868, p = 0.004). The fact that the p-value is less than the probability threshold of 0.05 (0.004 < 0.05) allows us to accept H6, which states that job rotation significantly increases organizational commitment through job motivation. Work incentives can mitigate the impact of job rotation on organizational commitment, according to these findings. Rather than a direct causal relationship, these findings suggest psychological processes related to employee work motivation as a mediating mechanism between job rotation and organizational commitment. In other words, job rotation increases work motivation, which in turn fosters loyalty to the company.

b. The Effect of Work Stress on Organizational Commitment via Work Motivation

With a t-statistic of 2.225 and a p-value of 0.026, work stress indirectly influences organizational commitment through work motivation. We accept H7 because the p-value is less than the probability threshold of 0.05 (0.026 < 0.05), indicating that work stress significantly reduces organizational commitment through work motivation. This suggests that employees with intrinsic motivation are less likely to let stress diminish their dedication to the company. These findings indicate a strong correlation between the amount of work stress experienced by employees and their level of enthusiasm and internal motivation to complete tasks. Employees who experience high levels of work stress over an extended period may experience psychological exhaustion and a decline

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in work enthusiasm. Employee motivation in the workplace may ultimately be affected by this decline in vitality and enthusiasm.

CONCLUSIONS AND RECOMMENDATIONS

a. Conclusions

The results of the study conducted at Fox Hotel Gorontalo indicate that work-related stress significantly reduces employees' motivation to perform at their best, whereas job rotation significantly increases it. Task variety and stress levels appear to play a significant role in the dynamics of the high-turnover hospitality industry. Workplace stress and job rotation appear to have little effect on organizational commitment, suggesting that the primary issue at Fox Hotel Gorontalo is not the job rotation policy or stress levels, but rather the impact of these two elements on employees' mental health. Work motivation is a key component in this context because it substantially and positively influences organizational commitment and serves as a mediator between the effects of work stress and job rotation on this variable. Given the less-than-ideal dynamics of workload and rotation management within the operational context of Fox Hotel Gorontalo, fluctuations in employee work motivation provide a better explanation for the low level of organizational commitment in that hotel environment.

b. Recommendations

Based on the research findings, it is recommended that the management of Fox Hotel Gorontalo strengthen its human resource management policies by focusing on enhancing work motivation as a key factor in fostering organizational commitment, given the operational dynamics of the hospitality industry—which involve job rotations across departments (front office, housekeeping, and food & beverage)—as well as the high work pressure resulting from shift systems and guest service demands. Job rotations should be designed not only to meet operational needs but also as a means of competency development through cross-functional training, adaptation mentoring, and clear objectives to enhance employees' intrinsic motivation. On the other hand, work-related stress must be managed through balanced task distribution, fair scheduling, and responsive supervisory support to prevent a decline in employee motivation and commitment. Strengthening motivational systems—such as service awards, promotion opportunities, and training in excellent service—is also crucial for creating a work environment that fosters hospitality professionalism. Additionally, employees are expected to enhance their internal motivation, adapt to job rotations, and manage stress .

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