



THE INFLUENCE OF WORK LIFE BALANCE AND EMPLOYEE ROTATION ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING MEDIA AT THE STATE ASSET AND AUCTION SERVICE OFFICE, PALEMBANG

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ABSTRACT

This study aims to determine and prove the Influence of Work Life Balance and Employee Rotation on Performance with Job Satisfaction as an Intervening Media at the Palembang State Asset and Auction Service Office, both directly and indirectly. The population in this study were employees at the Palembang State Asset and Auction Service Office, totaling 37 people. Sampling in this study used the Saturated Sample technique, namely sampling was carried out randomly from the population. So in this study, the number used was 37 employees as research samples. Data analysis used in this study was by using the Structural Equation Model (SEM) analysis method which was operated through the Partial Least Square (PLS) program. The results of this study indicate that, the Work Life Balance variable affects Job Satisfaction, the Employee Rotation variable affects Job Satisfaction, the Work Life Balance variable affects Performance, the Employee Rotation variable affects Performance, the Job Satisfaction variable affects Performance, the Work Life Balance variable affects Performance with Job Satisfaction as an Intervening variable, the Employee Rotation variable affects Performance with Job Satisfaction as an Intervening variable.

1. INTRODUCTION

In the era of globalization and increasingly fierce competition, companies and government agencies are required to have competent and productive human resources. Optimal performance from each employee not only has an impact on achieving organizational targets, but also on individual career development, job satisfaction, and overall well-being. Current performance trends show a shift towards a more holistic approach, where performance measurement is not only based on work results, but also involves aspects such as engagement, innovation, and adaptability. The use of technology and data analytics to monitor and improve employee performance is growing, enabling organizations to identify areas that need improvement and design more effective development strategies (Sudaryanto, 2024).

This study was conducted at the Palembang State Asset and Auction Service Office to explore the factors that influence employee performance and develop interventions that can increase productivity and efficiency in the workplace including Work Life Balance, employee rotation, and job satisfaction. The implementation of job rotation is very important, because it is expected that the implementation of job rotation can reduce monotony in work or boredom at work, prepare better work management, improve social communication, and improve work skills. The better the implementation of employee job rotation, the less likely it is to experience boredom and work saturation. Then the higher the level of performance produced, so that it will have a positive impact on the organization or company. Therefore, organizations must take an important

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approach from job design and human resource development policies, especially in employee job rotation.

Tabel. 1 Number of Employee Rotations

No	Month	Number of Employee Rotations
1.	January	0
2.	February	2
3.	March	0
4.	April	0
5.	May	5
6.	June	3
7.	July	0
8.	August	0
9.	September	0
10.	October	2
11.	November	4
12.	December	1
Total		17

Source: Performance Assessment Data of the Palembang State Asset and Auction Service Office (2024)

In the table above, it can be seen that the implementation of employee rotation at the Palembang State Asset and Auction Service Office in 2023 reached 17 employees. This indicates that there are efforts by the agency to improve and enhance human resource development. Job Rotation is a human resource development program carried out by the company. Indirectly, the company's success in implementing job rotation will also affect employee performance. Employee rotation can affect performance achievements in various ways, including high employee turnover can cause disruption in the work process. New employees need time to adapt to the existing work environment, procedures, and tasks. During this adaptation period, productivity and efficiency can decrease because new employees do not fully understand their roles or the applicable work systems. This can result in a decrease in organizational performance during the transition period, in addition, employees who have just joined may not have the same skills or experience as employees who have been working for a long time. Skills that have not been This maturity can affect the quality of work results and the overall effectiveness of the team. The inability to meet expected standards in the near future can hinder the achievement of the set performance targets.

Ayuandiani & Lopa, (2021) stated that employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. This is comparable to the reality in the field that performance has results that can provide an assessment of a person's performance in completing their work. Measuring company performance is important, because by measuring performance, management can make decisions about whether performance is improving or not. Employee performance at the Palembang State Asset and Auction Service Office can be seen in the table below:

Table 2. Employee Performance Data at the Palembang State Asset and Auction Service Office in 2023

Employee Performance Status	Number of Employees	Percentage
Best	7	37
Average	25	37
Below Average	5	37
Total Percentage of Performance Achievement		100%

$$\text{Percentage} = (\text{Employee Performance Status} / \text{Number of Employees}) \times 100 \%$$

Source: Palembang State Asset and Auction Service Office Performance Assessment Data (2024)

Based on the table above, it shows that the achievement of employee performance at the Palembang City State Asset and Auction Service Office is not optimal. This can be seen from 67.57% of employees having average performance and 13.51% below average, which means less than satisfactory. The declining employee performance measurement factors are due to factors such as Job Satisfaction, Work Life Balance and Employee Rotation. The average achievement recorded in the table above is the standard achievement expected from employees. The average category indicates that employees included in this category meet the minimum performance standards that have been set, namely the Key Performance Indicators (KPIs) set to achieve this status. However, it is important to note that average achievement does not always reflect optimal performance. Because KPIs are designed to be achieved by most employees, average achievement indicates that employees are at a level of performance that is considered adequate, but does not indicate achievement that exceeds expectations or higher standards. Further evaluation may be needed to understand the factors that influence substandard performance and to plan appropriate interventions or support. Thus, even though most employees are in the "Average" category, this indicates that many employees are still at a qualified performance level but have not achieved the expected results or have not exceeding the desired standards. Some employees who are in the "Best" category indicate that employees have achieved or even exceeded the set targets, while employees in the "Below Average" category show significant room for improvement. Therefore, to improve overall performance, special attention needs to be paid to development strategies for employees in the "Average" and "Below Average" categories, as well as efforts to motivate and retain employees who are already in the "Best" category.

The first factor that influences employee performance is job satisfaction. Sutrisno (2017), defines job satisfaction as an employee's attitude towards work related to work situations, cooperation between employees, awards received at work and questions related to physical and psychological factors, the level of employee job satisfaction is reflected in the work morale, discipline and performance of the employee, so that employee job satisfaction must be enjoyed both in and at work or a combination of both. The work skills of employees in this company include the speed and accuracy of collecting data on community participants who enjoy clean water, and so on. Research conducted by (Hasni et al. 2020) the results of this study show that job satisfaction has an effect on employee performance, while different results were found by Azhari, Resmawan & Ikhsan (2021) from the results of the study showed that job satisfaction does not affect employee performance. Based on the differences in these studies, further research is needed to further examine whether job satisfaction affects employee performance. The next factor that affects employee performance is Work Life Balance. According to Lukmiati (2020) Work Life Balance, (WLB) is a condition where a worker has a good balance between individual life and work in the office.

2. METHODS

This research was conducted at the State Asset and Auction Service Office of Palembang. The research period was 6 (six) months starting from the planning process, implementation, and reporting of research results. The research was conducted from May 2024 to October 2024. The population in this study were employees of the Palembang State Asset and Auction Service Office, totaling 37 people. In this study, the researcher used saturated sampling, which is a sampling technique when all members of the population are used as research samples, so in this study the number of samples used was 37 people as research samples. This study uses a data analysis method using SmartPLS 3.0 software, which is run on a computer. PLS (Partial Least Square) is an equation analysis that can test the measurement model used for Validity and Reliability tests.

Validity Test is used to determine whether a question is valid or not. Data validation measurement in this study was carried out using the PLS (Partial Least Square) research method in this method if the factor loading value is > 0.7 which means that all construct indicators are valid. If there are several indicators that produce a factor loading between 0.5-0.7, it is still acceptable as long as the AVE and Communality indicator scores are > 0.5 . In this study, the Reliability test used the PLS (Partial Least Squares) method with the Composite Reliability Test, and Cronbach's Alpha. If the resulting construct is very good, namely above > 0.7 PLS is a statistical technique that compares multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific problems occur in the data, such as small sample sizes, missing data and multicollinearity. Conducted to assess the Validity and Reliability of the model. Other models with reflection indicators are evaluated through Convergent and Discriminant Validity of the latent construct formation indicators and Composite reliability and Cronbach alpha for the indicator blocks.

It is done to predict the relationship between latent variables. The structural model in PLS is evaluated using R^2 . The R^2 value is used to measure the level of variation in changes in independent variables to the dependent variable. The higher the R^2 value, the better the prediction model of the proposed research model. The path coefficient or inner model value indicates the level of significance in testing the t-statistic hypothesis must be above 1.96. for a two-tailed hypothesis must be above 1.64. for a one-tailed hypothesis for testing the hypothesis at 5 percent alpha. There are two evaluations of the model in PLS, namely with the Other model and inner model measurement models.

3. RESULTS AND DISCUSSION

a. Outer Model Analysis

Validity Test (Convergent Validity)

The outer loading criteria show the correlation between indicators and constructs, Indicators with low loading value indicates that the indicator does not work on its measurement model. Expected loading value > 0.7 . the results of the validity test by running the pls algorithm can be seen in the image below;

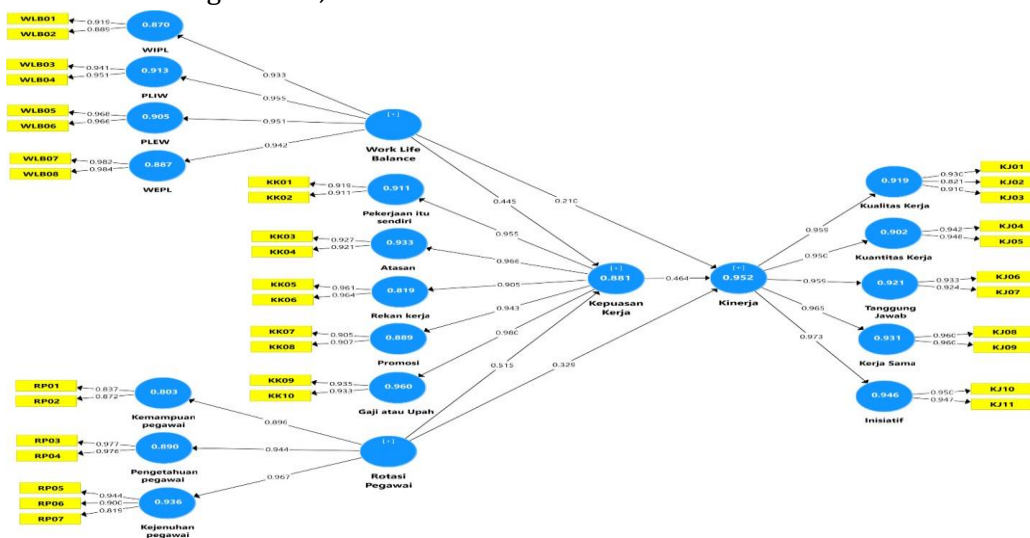


Figure 1. Full Model After Calculation 1

Based on the path coefficient output in the figure above, the author observes that all indicators have a loading factor coefficient above 0.7. This indicates that all indicators function

well in the measurement model and no indicators need to be removed. For details furthermore, see the outer loading table below, which shows the loading factor values for each indicator. This table provides more detailed information about the contribution of each indicator to the construct measured in the research model:

Table 3. Outer Loading Pls Algorithm 1

	Performance	Job satisfaction	Work Life Balance	Employee Rotation
KJ01	0,930			
KJ02	0,821			
KJ03	0,910			
KJ04	0,942			
KJ05	0,948			
KJ06	0,933			
KJ07	0,924			
KJ08	0,960			
KJ09	0,960			
KJ10	0,950			
KJ11	0,947			
KK01		0,919		
KK02		0,911		
KK03		0,927		
KK04		0,921		
KK05		0,961		
KK06		0,964		
KK07		0,905		
KK08		0,907		
KK09		0,935		
KK10		0,933		
WLB01			0,919	
WLB02			0,889	
WLB03			0,941	
WLB04			0,951	
WLB05			0,968	
WLB06			0,966	
WLB07			0,982	
WLB08			0,984	
RP01				0,837
RP02				0,872
RP03				0,977
RP04				0,976
RP05				0,944
RP06				0,900
RP07				0,819

Source: Data Processed by Smartpls, 2024

In this stage of data, it can be seen that all factor loading data has a value greater than 0.7 so that the data is declared valid and ready to use. In addition to being seen from the factor loading value, convergent validity can also be seen from the Average Variance Extracted (AVE) value. In addition to being seen from the factor loading value, convergent validity can also be seen from the Average Variance Extracted (AVE) value. In this study, the AVE value of each construct was above 0.5. Therefore, there is no problem of convergent validity in the model being tested as seen in the table below:

Table 4. Average Variance Extracted (Ave)

	<i>Average Variance Extracted(AVE)</i>
Work LifeBalance	0,807
Employee Rotation	0,727
Job Satisfaction	0,777
Performance	0,799

Source: Data Processed by Smartpls, 2024

The table above shows the Average Variance Extracted (AVE) value of each construct, which provides an important picture in evaluating the validity of the model. When the AVE value for each construct is above 0.5, this indicates a positive achievement. This means that the model used successfully captures the variance of the intended construct well, without faced significant problems related to convergent validity. High AVE values indicate that the constructs in the model contribute significantly to the measured variance, strengthening the overall validity of the model.

Discriminant Validity

Discriminant validity test is conducted to ensure that each concept of each latent variable is different from other variables. The model is said to have good discriminant validity if each indicator loading value of a latent variable is more correlated with the latent variable than when correlated with other latent variables. Discriminant validity can be tested by comparing the square root value of AVE with the correlation value between constructs.

Table 5. Square Root of AVE

	AVE	\sqrt{AVE}
Work LifeBalance	0,807	0,898
Employee Rotation	0,727	0,852
Job Satisfaction	0,777	0,881
Performance	0,799	0,894

Source: Data Processed by Smartpls, 2024

Based on the table presented, it can be seen that the square root value of the Work Life Balance variable is 0.898, the Employee Rotation variable is 0.852, the Job Satisfaction variable is 0.881, and the Performance variable is 0.894. These values are indicators of the strength of each construct in the model being tested. These values indicate that each variable has a fairly high square root, indicating that each construct has a large enough variance to be considered separately in the analysis. More importantly, these values are greater than the correlation between the constructs. This indicates that each construct is unique and does not overlap with other constructs, so it can be measured and analyzed independently.

Reliability Test

Reliability test serves to measure the reliability and stability of an indicator in measuring variables. The following are the test results on research respondents

Table 6. Reliability Test Results

	<i>Cronbach'sAlpha</i>	<i>CompositeReliability</i>
Work LifeBalance	0,965	0,971
Work LifeBalance	0,935	0,949
Employee Rotation	0,968	0,972
Job Satisfaction	0,974	0,978

Cronbach's alpha and composite reliability that have been conducted, it can be concluded that the questionnaire instrument used in this study has a very high level of reliability. a. cronbach's alpha test results. The Average Cronbach's Alpha Value For All Research Variables Is Far Above The Recommended Minimum Limit, Which Is 0.7. The Following Are The Specific

a. Values For Each Variable:

- 1) Work Life Balance: 0.965
- 2) Employee Rotation: 0.935
- 3) Job Satisfaction: 0.968
- 4) Performance: 0.974

This very high Cronbach's Alpha value indicates that all research variables have very good internal consistency. The question items in the questionnaire successfully measure the intended construct with a high level of accuracy.

b. Composite Reliability

Test Results the Composite Reliability test results also support the findings of Cronbach's Alpha. All Composite Reliability values for the research variables are above the recommended threshold, which is 0.70, indicating that the measurement of these variables is very suitable. The following are the Composite Reliability values for each variable:

- 1) Work Life Balance: 0.971
- 2) Employee Rotation: 0.949
- 3) Job Satisfaction: 0.972
- 4) Performance: 0.978

The high Cronbach's Alpha and Composite Reliability values, it can be concluded that the questionnaire instrument used in this study is very reliable. This shows that the question items in the questionnaire can be relied on to measure the variables studied consistently and accurately. This high reliability provides a strong basis for further analysis, ensuring that the data obtained from this study are valid and reliable.

c. Inner Model Analysis

R Square (R²)

To see how much influence the exogenous variables have on the endogenous variables, you can see the R-Square value table below.

Table 7. R-Square (R²) Value

	<i>R Square</i>
Job Satisfaction	0,881
Performance	0,952

Source: Data Processed by Smartpls, 2024

Based on the results of the R² value analysis (coefficient of determination), it can be seen that the research model shows very good ability in explaining variations in the latent variables of Job Satisfaction and Performance. The following is a further explanation of the R² values for the two variables: The R² value for Job Satisfaction of 0.881 indicates that around 88.1% of the variation in Job Satisfaction can be explained by the exogenous latent variables included in the model, namely Work Life Balance and Employee Rotation. This figure indicates that the model has very good power in identifying and explaining variations in Job Satisfaction. However, there is still around 11.9% of variation that may be influenced by other factors not included in this research

model. These factors may include other internal or external elements that influence Job Satisfaction but have not been captured in the study.

The R^2 value for Performance of 0.952 indicates that approximately 95.2% of the variation in Performance can be explained by the exogenous variables used in the model. This indicates that the model has a very high level of explanation for the Performance variable, indicating the model's ability to reflect most of the variation in Performance. However, approximately 4.8% of the variation in Performance may be influenced by other factors not covered in this study, such as individual aspects or work environment that are not included in the model.

The very high R^2 values for Job Satisfaction and Performance indicate that the model that This research aims to provide clear guidelines and policies in the content creation process and every communication conducted on LinkedIn social media to align with the company's brand identity, improve LinkedIn social media performance, increase content consistency and interaction on LinkedIn social media, and build trust and a good reputation in the eyes of the audience used in this study has a very good capacity in explaining the variations in both variables. This indicates that the exogenous latent variables studied, namely Work Life Balance and Employee Rotation, play a very significant role in influencing Job Satisfaction and Performance.

Hypothesis Testing

Direct Effect

The purpose of direct effect analysis is to test the hypothesis of the direct effect of an influencing variable (exogenous) on the influenced variable (endogenous). probability/significance value (P-Value): (1) If the P-Value is <0.05 , then it is significant; and (2) If the P-Value is > 0.05 , then it is not significant (Juliandi, 2018). The following are the results of the Direct Effect test:

Table 8. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Job Satisfaction	0,445	0,477	0,174	2,557	0,011
Work Life Balance -> Performance	0,210	0,210	0,095	2,204	0,028
Employee Rotation -> Job Satisfaction	0,515	0,478	0,179	2,879	0,004
Employee Rotation ->	0,329	0,320	0,136	2,422	0,016
	0,464	0,472	0,130	3,585	0,000

Source: Data Processed by Smartpls, 2024

Based on the results of the hypothesis test conducted, several significant influences were found from the variables tested, with the following results:

1. The influence of Work Life Balance on Job Satisfaction shows a T-Statistic value of 2.557 with a P-Value of 0.011 smaller than 0.05, it can be concluded that Work Life Balance has a significant positive effect on Job Satisfaction.
2. The influence of Work Life Balance on Performance produces a T-Statistic value of 2.204 with a P-Value of 0.028 smaller than 0.05, this shows that Work Life Balance has a significant positive effect on Performance.
3. The effect of Employee Rotation on Job Satisfaction shows a T-Statistic value of 2.879 with a P-Value of 0.004 smaller than 0.05, so it can be concluded that Employee Rotation has a significant positive effect on Job Satisfaction.

4. The effect of Employee Rotation on Performance shows a T-Statistic value of 2.422 with a P-Value of 0.016 smaller than 0.05, these results indicate that Employee Rotation has a significant positive effect on Performance. 5. The effect of Job Satisfaction on Performance shows the highest T-Statistic value, which is 3.585 with a P-Value of 0.000 smaller than 0.05, these results indicate that Job Satisfaction has a significant positive effect on Performance.

For the output results in the form of images, see the image below:

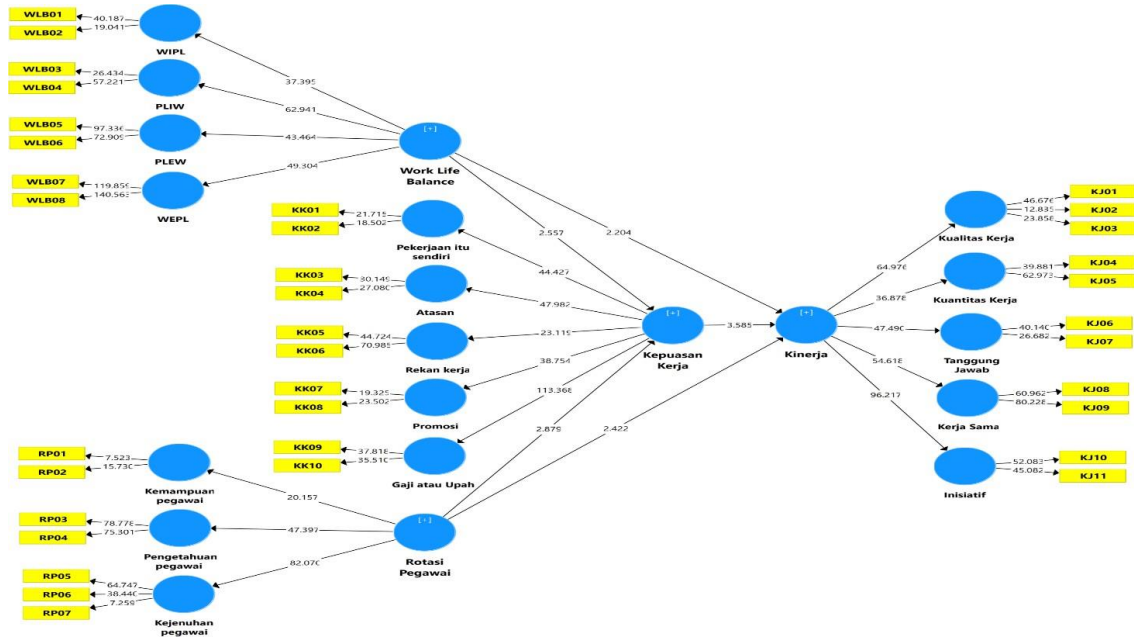


Figure 2. Results of the T-Statistic Test Between Variables

The path analysis model above can be written with the following mathematical equation: First sub-structure path equation: $Y = 0.445X_1 + 0.210X_2 + \epsilon_1$ This equation shows that the dependent variable "Job Satisfaction" (Y) is influenced by:

- 1) Work Life Balance (X1): Every one-unit increase in the Work Life Balance variable will increase Job Satisfaction by 0.445 units, assuming other variables are constant.
- 2) Employee Rotation (X2): Every one-unit increase in the Employee Rotation variable will increase Job Satisfaction by 0.210 units, assuming other variables are constant.
- 3) ϵ_1 : Error or residual term, which represents the variability in Job Satisfaction that cannot be explained by Work Life Balance and Employee Rotation.

2. Second sub-structure path equation:

$$Z = 0.515X_1 + 0.329X_2 + 0.464Y + \epsilon_2$$

This equation shows that the dependent variable "Performance" (Z) is influenced by:

- 1) Work Life Balance (X1): Every one unit increase in the Work Life Balance variable will increase performance by 0.515 units, assuming other variables are constant.
- 2) Employee Rotation (X2): Every one unit increase in the Employee Rotation variable will increase performance by 0.329 units, assuming other variables are constant.
- 3) Job Satisfaction (Y): Every one unit increase in the Job Satisfaction variable will increase performance by 0.464 units, assuming other variables are constant.

ϵ_2 : Error or residual term, which represents the variability in performance that cannot be explained by Work Life Balance, Employee Rotation, and Job Satisfaction.

b. Indirect Effect

The purpose of indirect effect analysis is to test the hypothesis of the indirect effect of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated by an intervening variable (mediating variable). For more details the results of the study regarding indirect influences can be seen in the table below.

Table 9. Indirect Effect Data

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Job Satisfaction -> Performance	0,206	0,224	0,101	2,050	0,041
Employee Rotation -> Job Satisfaction -> Performance	0,239	0,227	0,112	2,130	0,034

Source: Data Processed by Smartpls, 2024

Based on the results of the hypothesis test related to indirect effects, the following results were found:

1. The indirect effect of Work Life Balance on Performance through Job Satisfaction shows a T-Statistic value of 2.050 with a P-Value of 0.041 which is smaller than 0.05, it can be concluded that Work Life Balance has a significant effect on Performance through Job Satisfaction. This shows that increasing Work Life Balance not only increases job satisfaction, but also indirectly has a positive impact on employee performance.
2. The indirect effect of Employee Rotation on Performance through Job Satisfaction shows a T-Statistic value of 2.130 with a P-Value of 0.034 which is smaller than 0.05, it can be concluded that Employee Rotation has a significant effect on Performance through Job Satisfaction. This indicates that effective employee rotation can increase job satisfaction, which in turn will improve employee performance

Discussion

Direct Influence

a. Influence of Work Life Balance on Job Satisfaction of Employees at the Palembang State Asset and Auction Service Office

Based on the results of the first hypothesis test, it is proven that Work Life Balance (WLB) has a significant influence on Job Satisfaction of employees at the office. This is indicated by the P-Value of 0.011, which is smaller than the significance threshold of 0.05.

This finding is in line with the opinion of Pradita and Franksiska (2020), who stated that WLB refers to an individual's ability to integrate and effectively manage time and energy between work and personal life. This balance includes more than just a balanced allocation of time; flexibility of time, support from the organization, and satisfaction in family roles are also important parts of WLB. A good balance not only affects the physical and mental aspects of employees but also has a direct impact on employee satisfaction with their work. Employees who are able to achieve a good balance between work and personal life tend to feel more satisfied with their work. Research shows that when employees feel they have control over their time and

International Journal of Management and Business Economics (IJMEBE), Vol.3, No.1 October 2024, 18

priorities, they are more likely to feel satisfied with their work. This creates a more positive work atmosphere and increases loyalty and commitment to the organization. A good balance between personal and professional life also plays an important role in reducing stress. Work stress is one of the factors that can significantly interfere with job satisfaction and general well-being. With good WLB, employees can manage stress more effectively, which ultimately improves employee psychological and emotional well-being. This, in turn, has a positive impact on job satisfaction (Wardani & Firmansyah 2021).

Good WLB is also closely related to increased productivity and work performance. Employees who feel that they have the opportunity to balance work and personal life tend to be more focused, more dedicated, and more motivated in carrying out their duties. In an organizational context, this means that investing in creating a work environment that supports WLB can result in improving overall employee performance and satisfaction (Basem et al. 2022).

Research by Isa, Yantu & Tantawi, (2023) supports this finding by showing a positive influence of Work Life Balance on Job Satisfaction. This indicates that organizations that recognize and support employees' need to balance work and personal life tend to benefit from employees who are more satisfied, more productive, and mentally healthier. In conclusion, WLB is not only an important element in creating high job satisfaction, but also an important strategy in maintaining employee performance and well-being in the long term.

b. The Effect of Work Life Balance on the Performance of Employees at the Palembang State Asset and Auction Service Office

The results of the second hypothesis test show that Work Life Balance (WLB) has a significant effect on employee performance at the Palembang State Asset and Auction Service Office (KPKNL). The P-Value obtained is 0.028, which is smaller than the significance limit of 0.05, indicating that the better the Work Life Balance owned by employees, the higher the performance that can be achieved. This confirms that an increase in employee Work Life Balance is directly proportional to an increase in employee performance. This study is in line with the views of Afni & Amar (2019), which state that Work Life Balance is an important concept in the modern world of work. This concept emphasizes the importance of achieving a healthy balance between personal and professional life. Good WLB plays a crucial role in reducing the levels of stress and fatigue that are often experienced by employees. By having enough time for rest, recreation, and other personal activities, employees can restore employee energy more effectively. This not only has an impact on physical well-being, but also improves psychological well-being, allowing employees to be more focused and make maximum contributions to employee work. A good balance between work and personal life also contributes to increased productivity and creativity. Employees who do not feel burdened by work demands tend to have a fresher mind, which allows employees to find creative solutions to various problems faced at work.

This increased creativity and productivity directly impact the quality of work and the achievement of organizational targets. Thus, good WLB management not only improves employee welfare but also improves the overall performance and productivity of the organization (Haar and Brougham 2020). In addition, research by Wonua, Titing and Mardayanti, (2023) also supports this finding, by showing a significant influence between Work Life Balance and employee performance. This strengthens the argument that WLB is an important element in creating a healthy and productive work environment. In an era of ever-changing work, organizations that are able to implement effective WLB strategies can gain significant competitive advantages. Through a holistic approach and the right strategy, WLB can be a driving force for organizational

growth and long-term success. In conclusion, by prioritizing the balance between work and personal life of employees, organizations not only improve individual performance but also ensure long-term operational success and sustainability.

c. The Effect of Employee Rotation on Employee Job Satisfaction at the Palembang State Asset and Auction Service Office

The results of the third hypothesis test show that Employee Rotation has a significant effect on employee Job Satisfaction, with a P-Value of 0.004, which is smaller than the significance level of 0.05. This indicates that the better the implementation of Employee Rotation, the higher the level of Job Satisfaction felt by employees. This finding is consistent with the view of Ashary (2020), who stated that employee rotation is a human resource management practice in which employees are moved from one position to another within an organization for a certain period of time. This practice aims to broaden work experience, develop skills, and increase the organization's flexibility in managing human resources. In this context, employee rotation not only provides opportunities for employees to develop new skills, but also motivates employees with new challenges that can increase employee job satisfaction.

However, despite the many benefits of employee rotation, its impact on job satisfaction is often a topic of debate in the management literature. Several studies have shown that rotation that is carried out poorly or without proper planning can lead to confusion, decreased motivation, or even job dissatisfaction. Therefore, it is important for organizations to manage employee rotation carefully and ensure that the process is designed to support employee development effectively (Uiya & Adji 2023). Well-implemented employee rotation can be a powerful tool for increasing employee job satisfaction. By providing broader experiences and a better understanding of various aspects of the organization, employees can feel more involved and valued in their work. In addition, employee rotation can also strengthen the relationship between various departments in the organization, increasing collaboration and understanding between employees (Prahara & Gusti 2023).

Research by Rahmawati & Irfani, (2024) also supports this finding, showing a strong influence between Employee Rotation and Job Satisfaction. Employees found that employees who experienced rotation tended to have higher levels of job satisfaction compared to employees who did not experience rotation. This is because rotation provides opportunities for professional and personal growth, which in turn increases job satisfaction. Overall, employee rotation can be an effective strategy for increasing job satisfaction, provided it is implemented with careful planning and adequate support from management. Organizations that successfully implement employee rotation wisely can harness the full potential of this strategy to improve employee well-being and overall organizational performance.

d. The Effect of Employee Rotation on Performance at the Palembang State Asset and Auction Service Office

The results of the fourth hypothesis test show that Employee Rotation has a significant effect on employee performance at the Palembang State Asset and Auction Service Office. The analysis produces a P-Value of 0.016, which is smaller than 0.05, shows that the better the implementation of Employee Rotation, the higher the employee performance. In other words, an increase in Employee Rotation directly contributes to an increase in employee performance.

This finding is in line with the opinion of Wirawan (2019), who explained that employee rotation is a practice in which employees are transferred from one position or department to another position or department within an organization for a certain period of time. The main

purpose of this rotation is to develop employee skills, improve employee understanding of various organizational functions, and stimulate employee career growth. With rotation, employees are given the opportunity to develop new skills and gain experience in various fields. When employees master various aspects of the job, employees become more flexible and able to handle various tasks more effectively. This directly contributes to increased performance, because employees have a deeper and more comprehensive understanding of the organization's operations.

Employee rotation also helps employees gain a deeper understanding of the various functions and units within the organization. Through the experience of working in various positions, employees can see how each part is interconnected and contributes to the overall goals of the organization. This broader understanding not only increases employee appreciation of organizational values, but also improves employees' ability to collaborate effectively with colleagues from various departments. In addition, employee rotation can be a powerful tool in developing employee skills, motivation, and understanding of the organization. With effective strategies and proper management, organizations can maximize the benefits of employee rotation to improve performance and productivity. Rotation that is implemented well can create a dynamic work environment, where employees feel motivated to continue learning and developing, which will ultimately improve the overall performance of the organization (Hermawan et al. 2020).

This finding is also supported by research by Rahmawati & Irfani, (2024), which shows a significant influence between Employee Rotation and employee performance. Employees found that employees involved in rotation programs tend to show more significant performance improvements compared to employees new skills, build confidence, and broaden employee understanding of various aspects of the job. Overall, employee rotation can be a very effective strategy for improving organizational performance. By providing varied and challenging experiences, organizations not only improve employee skills and understanding but also create a more inclusive and collaborative work culture. In the long run, well-managed employee rotation can result in better performance, higher productivity, and continued career growth for employees.

e. The Influence of Employee Job Satisfaction on Employee Performance at the Palembang State Asset and Auction Service Office

The results of the fifth hypothesis test revealed that Job Satisfaction has a significant influence on employee performance at the Palembang State Asset and Auction Service Office. With a P-Value of 0.000 which is much smaller than 0.05, this result indicates that the higher the level of employee Job Satisfaction, the better the performance that employees can achieve. In other words, high Job Satisfaction directly contributes to improving employee performance.

This study is in line with the view of Afandi (2020), who stated that Job Satisfaction is a key factor that influences employee performance in an organizational context. Job Satisfaction includes positive feelings of employees towards various aspects of employee work, including responsibilities, work environment, and rewards received. Employees who are satisfied with their work tend to be more motivated to achieve work goals. Employees feel appreciated for the contributions they make and feel more involved in their daily work. This high motivation directly contributes to employee performance because employees have an internal drive to excel.

In addition, employees who are satisfied with their work tend to be more productive. Employees have a strong desire to give their best in their work. Employees because employees find value and meaning in the tasks they do. This increased productivity has a positive impact on achieving organizational targets and increasing operational efficiency. Job Satisfaction also helps strengthen employee engagement with the organization where they work. Satisfied employees

tend to feel loyal and have a high commitment to the organization. Employees are more likely to stay in the organization in the long term, reducing turnover rates, and increasing workforce stability (Anjani et al. 2021). Job Satisfaction plays an important role in improving employee performance through high motivation, increased productivity, and strong organizational engagement. By identifying the factors that influence Job Satisfaction and implementing the right strategies, organizations can create a work environment that supports employees in achieving their full potential and contributing to the long-term success of the organization (Sinambela 2016).

The results of this study are also supported by a study conducted by Hasni, Noviantoro & Septianti, (2020), which shows a significant influence between Job Satisfaction and employee performance. The employee study confirmed that employees who are satisfied with their work are more likely to show increased performance, which in turn supports the achievement of overall organizational goals. Overall, it can be concluded that Job Satisfaction is not only important for employee well-being but is also a significant determining factor in improving overall organizational performance.

2. Indirect Effect

a) Effect of Work Life Balance on Employee Performance with job satisfaction as an intervening variable at the Palembang State Asset and Auction Service Office

The indirect test results show that Work Life Balance (WLB) has a significant effect on employee performance with job satisfaction as an intervening variable at the Palembang State Asset and Auction Service Office (KPKNL). The P-Value obtained is 0.041, which is smaller than the significance limit of 0.05.

This study is in line with the views of Pradita and Franksiska (2020) who stated that Job satisfaction is one of the important factors that connects WLB and employee performance. When employees feel that their WLB has been achieved, they tend to be more satisfied with their work. This is due to the feeling that employees are valued by the organization, have control over their time, and are able to maintain a balance between work and personal life. This high job satisfaction motivates employees to contribute better, increase productivity, and reduce stress and fatigue levels. Conversely, if WLB is not achieved, employees may feel overwhelmed by excessive work demands, which can result in low job satisfaction. This dissatisfaction can reduce motivation, cause fatigue, and ultimately have a negative impact on employee performance. Work Life Balance (WLB) is a balance achieved by individuals between the demands of work and their personal lives. When WLB is achieved, employees are able to manage their time and energy effectively, so that they not only focus on work but can also meet personal and family needs. This condition has a significant impact on the psychological and emotional well-being of employees, which ultimately affects employee performance in the workplace. Indirectly, WLB affects employee performance through job satisfaction. With good WLB, employees feel more satisfied, which encourages employees to work more effectively and efficiently. Conversely, if WLB is poor, job satisfaction decreases, and employee performance tends to worsen. Therefore, organizations that pay attention to and support the achievement of WLB for their employees tend to have better overall performance (Irfan et al. 2021).

Thus, it can be concluded that job satisfaction acts as a mediator that connects WLB with employee performance. By ensuring that employees have a healthy balance between work and personal life, organizations can increase job satisfaction, which will ultimately have a positive impact on employee performance and the overall success of the organization. In addition, research

International Journal of Management and Business Economics (IJMEBE), Vol.3, No.1 October 2024, 22
by Asari, (2022) also supports this finding, by showing a significant influence between Work Life Balance and performance with job satisfaction as an intervening variable.

b) The Effect of Employee Rotation on Performance with job satisfaction as an intervening variable at the Palembang State Asset and Auction Service Office

The indirect test results show that Employee Rotation has a significant effect on employee performance with job satisfaction as an intervening variable at the Palembang State Asset and Auction Service Office. The analysis produces a P-Value of 0.034, which is smaller than 0.05. This finding is in line with Ashary's opinion (2020), which explains that employee rotation can indirectly affect employee performance by increasing job satisfaction. By providing opportunities for employees to develop skills, reduce boredom, and increase engagement, employee rotation increases job satisfaction which in turn drives increased performance. Therefore, organizations that implement employee rotation effectively can create a dynamic and satisfying work environment, which ultimately improves employee performance and the overall success of the organization.

Employee rotation provides opportunities for employees to develop new skills and expand employee knowledge about various aspects of the organization. When employees are transferred to new positions, employees learn different skills and gain a broader understanding of business operations. This not only improves employee competence but also provides a deep sense of achievement. The feeling that employees are continuously developing and being appreciated by the organization significantly increases job satisfaction. Employee rotation helps reduce boredom and stagnation that are often experienced by employees who stay in the same position for too long. Monotonous tasks and lack of new challenges can lead to decreased motivation and ultimately have a negative impact on performance. By rotating, employees are given variety in their work, which can stimulate new motivation and make their work more interesting and challenging. This not only makes employees more satisfied but also more enthusiastic in carrying out new tasks (Holle 2020). In addition, employee rotation also increases social engagement in the workplace. When employees work in different departments or with different teams, they expand their social networks employees in the organization. Good social relationships with coworkers can increase the sense of involvement and job satisfaction. Employees who feel connected to their colleagues tend to be happier and more motivated to contribute optimally. From an organizational perspective, increased job satisfaction through employee rotation has direct implications for performance. Satisfied employees are more likely to perform better, demonstrate high commitment, and have lower absenteeism rates. Employees are also more innovative and proactive in facing work challenges (Wirawan 2019). This finding is also supported by research by Adilla & Budiono (2022) which shows a significant influence between Employee Rotation and performance with job satisfaction as an intervening variable.

c) Comparison of Direct and Indirect Influences

This study analyzes the direct and indirect effects of Work Life Balance and Employee Rotation on Employee Performance, with Job Satisfaction as an intervening variable. The results of this analysis provide a comprehensive picture of how each variable affects employee performance, both directly and through the role of Job Satisfaction as a mediator in the relationship between Work Life Balance and Employee Rotation on Performance.

The direct effect of Employee Rotation on Job Satisfaction with the original sample value (0.515) is greater than the direct effect of Work Life Balance on Job Satisfaction with the original sample value (0.445), this shows that employees feel more satisfied when they experience job rotation, because it provides variation, new challenges, and opportunities to develop new skills. The direct effect of Job Satisfaction on Performance with the original sample value (0.464) is greater than the direct effect of Work Life Balance on Performance with the original sample value (0.210) and the direct effect of Employee Rotation on Performance with the original sample value (0.329), this shows that when employees feel satisfied with their jobs, they are more motivated and tend to give better performance, compared to the direct effect of WLB or rotation.

The indirect effect of Employee Rotation on performance through Job Satisfaction with the original sample value (0.239) is greater than the direct effect of Work Life Balance on performance through Job Satisfaction with the original sample value (0.206), this shows that Employee Rotation has a greater influence in increasing Job Satisfaction, which ultimately triggers an increase in Employee Performance more strongly compared to WLB. This can be interpreted that employees who experience rotation in tasks or positions tend to be more satisfied with their jobs, because rotation gives them the opportunity to learn new skills, get different challenges, and feel variety in their daily work. This variation creates a refreshing experience and helps employees get out of boredom and stagnation. With increased job satisfaction, employees will be more motivated to work better and achieve better results, so that performance increases. Conversely, although WLB also has an effect on job satisfaction and performance, its indirect effect through job satisfaction is smaller compared to employee rotation. This may be due to the fact that WLB is often considered a basic condition that supports employee well-being, but its impact may be less directly felt in terms of skill development or variety of work experiences. Employees who have a good balance between work and personal life certainly feel more satisfied, but WLB does not always bring significant new challenges or experiences, as does employee rotation.

The direct effect of Work Life Balance on Performance with the original sample value (0.445) is greater than the indirect effect of Work Life Balance on Performance through job satisfaction with the original sample value (0.206), this shows that employees who have a balance between work and personal life can directly feel an increase in work performance without having to go through job satisfaction mediation. The direct effect of Employee Rotation on Performance with the original sample value (0.329) is greater than the indirect effect of Job Rotation on Performance through job satisfaction with the original sample value (0.239), this shows that Employees who experience job rotation directly feel an increase in their performance, regardless of the effect of job satisfaction Overall, the influence of the direct influence of employee rotation on performance with the original sample value (0.515) compared to the influence of other variables, this shows that an effective rotation program can have a significant impact on improving employee performance, greater than the impact of WLB or individual job satisfaction. One of the main reasons why employee rotation has a big impact on performance is because rotation provides an opportunity for employees to develop new skills.

When an employee is transferred to a new position, they get the opportunity to learn different tasks and responsibilities than before. This not only broadens their insight into the organization, but also allows them to develop new relevant competencies. Employees who have more diverse skills become more flexible and able to adapt to various work situations, which directly improves their performance. In addition, employee rotation increases work motivation. The change of tasks and new challenges that come with rotation make employees feel more

International Journal of Management and Business Economics (IJMEBE), Vol.3, No.1 October 2024, 24
challenged and motivated. When employees are given new responsibilities, they tend to feel more appreciated by the organization. Different challenges each time they rotate also help prevent boredom in their work. With constant variation, employees remain mentally stimulated and motivated to deliver better results. This high motivation encourages employees to improve the quality of their work, which ultimately has a positive impact on overall performance.

4. CONCLUSION

The conclusion of this study is as follows:

- a. There is an Influence of Work Life Balance on Job Satisfaction at the Palembang State Asset and Auction Service Office.
- b. There is an Influence of Employee Rotation on Job Satisfaction at the Palembang State Asset and Auction Service Office.
- c. There is an Influence of Work Life Balance on Performance at the Palembang State Asset and Auction Service Office.
- d. There is an Influence of Employee Rotation on Performance at the Palembang State Asset and Auction Service Office.
- e. There is an Influence of Job Satisfaction on Performance at the Palembang State Asset and Auction Service Office.

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