

The Effect of Job Rotation and Person-Job Fit On Employee Engagement: The Mediation Role of the Job Satisfaction

Eko Prasetyo Agustian^{1,*} & Riani Rachmawati²

¹University of Indonesia, Jakarta, Indonesia

²University of Indonesia, Jakarta, Indonesia

*Corresponding author. Email:agustian.ep@gmail.com

ABSTRACT

This study aims to determine the implementation of human resource management practices, such as job rotation and person-job fit that affect employee engagement through job satisfaction as a mediating variable. Data analysis in this research used explanatory research with a quantitative approach. This research focuses on public organization's tax officers in South Sulawesi with primary data acquired using a structured questionnaire answered by 208 respondents and tested using structural equation modeling (SEM). The results indicate that job satisfaction could increase employee engagement. While the hypothesis testing shows that job rotation, person-job fit, and job satisfaction significantly affect employee engagement, job rotation and person-job fit do not significantly affect employee engagement. Nevertheless, with job satisfaction felt by employees, the effect of job rotation and person-job fit on employee engagement will occur.

Keywords: *employee engagement, job satisfaction, person-job fit, job rotation, public sector.*

1 INTRODUCTION

Currently, numerous studies show a close relationship between employee engagement and working performance, and job satisfaction. Employee engagement fosters a commitment built from the feeling of being involved in the organization, manifested in employee performance. It is highly needed to know the factors that can affect work motivation through employee engagement to achieve the organization's effectiveness, leading to organizational performance. Therefore, it can be said that employee engagement has become a source of competitive advantage for an organization in carrying out its values through the commitment of its employees. According to Schaufeli et al.

(2006), the engagement itself is a positive, meaningful, and motivating attitude/thought characterized by three aspects: vigor, dedication, and absorption.

Likewise, the importance of job satisfaction factors within a company or organization is also closely related to the performance of the employees who have a sense of engagement to the company/organization they are working for. Meanwhile, employees who are dissatisfied with their work or feel disrespected can reduce the productivity and effectiveness of the organization as a whole. If it continues, within a certain period, those employees will intend to leave the company (O'Connor, 2018). Rayton et al. (2019)

argue that job satisfaction is believed to correlate with work attachments.

A large organization is a public reflection in which the HR practices carried out to achieve employee engagement can be observed. Employee engagement is a crucial business driver for the organization's success (Vasanth & Manjunathan, 2014). Regarding the organizational effectiveness of government agencies, their performance is greatly influenced by an external factor, namely the community. The public trust in government institutions is still faint; this is reflected in the relatively low compliance of federal taxpayers.

Considering how the government entrusts the collection of state taxes to the tax office in South Sulawesi to achieve state revenue targets, it is essential to understand the importance of good government office management. If ranked nationally, its performance is still less than optimal in recent years. This is probably caused either externally by the complexity in the types of taxpayers in South Sulawesi or internally by the productivity of the tax officers, which is strongly influenced by factors regarding work motivation such as the implemented person-job (PJ) fit and job rotation patterns. So far, there has been the spectre of rotations to Eastern Indonesia, including Sulawesi, which is considered to have a negative connotation.

On the other hand, staff and personnel placement according to their skills and passions is extremely necessary to optimize employee engagement. Organizational suitability to assign employees based on the PJ fit determines the organization's success in achieving its goals. This is in line with the results of a study by Rayton et al. (2019), showing that PJ fit has a positive relationship with work engagement and job satisfaction is more effective at mediating it. Therefore, organizations must consider employees' suitability with their jobs and the organizations themselves when designing interventions to increase work engagement.

Regarding the employee placement, it is also necessary to pay attention to the employee rotation pattern currently being implemented as the control and prevention efforts. The suitability and consistency of the rotation pattern need to be reviewed as they are closely related to the employees' work motivation in the institution, which has an impact on their performance and productivity. Employees with good performance should be appropriately rewarded, so that their performance will eventually get even better (Bernardin, 2003). According to Saravani and Abbasi (2013), a new method of job design encourages managers to better adapt to environmental, technological, and responsibility changes to meet the needs of the stakeholders. Job rotation is one of the most effective methods to increase employees' motivation in broadening their horizons (Saravani & Abbasi, 2013). Kampkötter et al. (2018) define job rotation as the movement of employees in an organization to different tasks within the same hierarchical level without significant changes in income.

Numerous studies have concluded that the implementation of job rotation positively impacts both the company and its employees simultaneously. A clear and definite rotation pattern will provide a sense of comfort and security for employees to have an excellent social relation with their new colleagues in new places. Therefore, it is hoped to increase work motivation as well as job satisfaction. It is not necessarily better to frequently carry out job rotation. Regarding the frequency of its implementation, factors such as employees' background, study status, and familiarity with work should be considered (Ho et al. 2009).

Job satisfaction is reflected in employees' attitudes towards their jobs; their attitude is positive if they are satisfied and negative if they are not (Andidi 2013). In this case, the institution or organization needs to create job satisfaction for its employees to establish engagement and boost their performance for the operation of the organization/institution itself.

1.1 *Relation between Job Rotation and Employee Engagement*

A clear and definite rotation pattern will provide comfort and security for the employees, as mentioned previously. It is related to good social relations with new colleagues in new workplaces, increasing their work motivation, sense of engagement, and job satisfaction. Job rotation is seen to have an impact in reducing employee boredom (Azizi et al. 2010), increasing job satisfaction (Chen et al. 2013, Ho et al. 2009), and positively affecting work engagement (Kim et al. 2016).

A study by Shin and Yu (2017) also reveals that perception of rotation has a positive and significant effect on job involvement. This is interesting for researchers to prove, using the variable pattern of job rotation, whether it can be pleasant or unpleasant for government officials to work in agencies with rotation policies that demand them to move to any areas in Indonesia which, of course, have different cultural characteristics, facilities and infrastructure availability, affordability of access, and the other environmental differences. Therefore, the following hypothesis can be formulated:

H1: Job rotation has a positive effect on employee engagement.

1.2 *Relation between Person-Job Fit and Employee Engagement*

Person-Job fit is described as a match between personal knowledge, skills, and abilities of the employees and the job requirements or the needs/desires that can be fulfilled by the job (Brkich et al. 2002). With this person-job fit, it is hoped that employees will experience mutually beneficial interactions with the organization due to the interchangeable suitability of the need-supplies and demand-abilities to increase employee engagement to the organization.

Rayton et al. (2019) conduct a study related to the relation between person-job fit and work engagement and show a positive relationship between them, where job satisfaction is more effective at mediating per-

son-job fit in its association with work engagement. Based on these findings, it can be concluded that person-job fit will increase the organization's positive relationship with employee engagement. Therefore, the hypothesis can be formulated as follows:

H2: Person-job fit has a positive effect on employee engagement.

1.3 *Relation between Job Satisfaction and Employee Engagement*

Employees' motivation to work actively and have outstanding performance can be reflected in their attitude towards their work: those who are satisfied will show a positive attitude, while those who are less or not satisfied will have a negative attitude (Andidi 2013). In this case, institutions or organizations need to provide job satisfaction for their employees to create employee engagement and encourage employees' performance for their benefit.

Fatmasari et al. (2018) analyze the influence of work-life quality and work motivation on employee engagement and job satisfaction as an intervening variable where job satisfaction has a positive and significant effect on employee engagement. This explains that job satisfaction can be a significant predictor of employee engagement for companies to support employee and company performances. Thus, the proposed hypothesis is as follows:

H3: Job satisfaction has a positive effect on employee engagement.

1.4 *Mediating Effects of Job Satisfaction*

A clear and definite rotation pattern will provide comfort and security for the employees concerning their social relations with their new colleagues. So, it is hoped to increase work motivation and job satisfaction. Furthermore, related to person-job fit, it is said that when the personality and the work match, it will lead to an increased sense of satisfaction of the employees.

Fatmasari et al. (2018) argue that a sense of security at work, rewards, and enthusiasm

motivates employee satisfaction and engagement. This includes job satisfaction, the relationship among colleagues, and a comfortable work environment that can increase employee engagement in the institution. For this reason, researchers try to use other variables such as work rotation patterns and person-job fit, which are highly influential in government agencies, for their analyses in previous studies. Referring to the previous discussion, it is proposed that the relation of job rotation and person-job fit to employee engagement tends to be mediated by job satisfaction as in the following hypotheses:

- H4: Job satisfaction mediates the relation between job rotation and employee engagement.
H5: Job satisfaction mediates the relation between person-job fit to employee engagement.

2 RESEARCH METHODS

This study applied a quantitative research method. Data collection was carried out by disseminating questionnaires with purposive sampling technique, whereby 208 questionnaires were distributed to respondents who were employees of Tax Offices in South Sulawesi.

Respondents were asked to fill 35-question items adapted from various studies. Job rotation and job satisfaction were measured through 6 question items and 10 question items, respectively. The question items were modified from a study by Chen et al. (2013). Person-job fit measurement was taken from Mostafa et al. (2015); that has two dimensions with 3-question items for each of them. Employee engagement was measured through 9-question items from Schaufeli & Bakker (2004); all of which used a six-point Likert scale (1="strongly disagree"; 6="strongly agree"). The selection of even ranges was made to avoid the central tendency bias since Asians tend to choose the middle point on the answer scale compared

to Americans (Lee et al. 2002). LIS-REL software (Structural Equation Modelling) was used as the analysis approach to examine the role of job rotation, the influence of person-job fit on job satisfaction, as well as its impact on employee engagement.

3 RESULTS AND DISCUSSIONS

Overall, the result of the standardized loading factor (SLF) value of each question indicator used in this study is greater than 0.5, so that all indicators in this study are declared valid and represent latent constructs. The test results in the average variance extracted (AVE) value are also greater than 0.5 from each dimension or construct (variable) in this study. Furthermore, the value of the composite reliability (CR) shows a value above 0.7. Therefore, the construct is considered reliable.

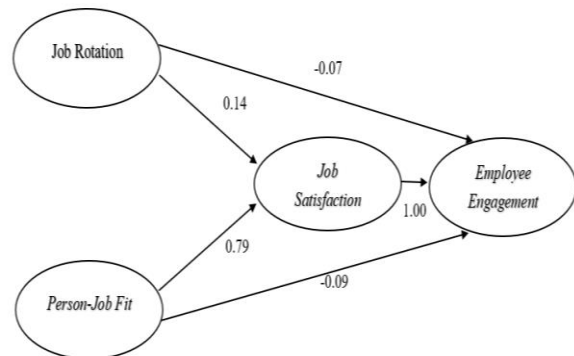


Figure 1. Path Results of Structural Model

The structural model can be analyzed by observing the criteria of the goodness of fit (GOF) model to assess the suitability of the built model. The model's suitability can be seen from the GOF value of the data compared in this study. According to Hair et al. (2014), a model can be said to be feasible if one of the feasibility testing methods is fulfilled. The results of the structural model fit test are shown in Table 1, as follows:

Table 1. Value of Goodness of Fit and Structural Model

<i>GOF</i>	<i>Criteria</i>	<i>Cut-off Value</i>	<i>Model Test Value</i>	<i>Result</i>
Absolute Fit Indices	GFI	≥ 0.90	0.93	Good Fit
	RMSEA	$0.05 \geq \text{RMSEA} \leq 0.08$	0.063	Good Fit
	SRMR	≤ 0.05	0.037	Good Fit
Incremental Fit Indices	NFI	> 0.9	0.98	Good Fit
	NNFI	> 0.9	0.99	Good Fit
	CFI	> 0.9	0.99	Good Fit
	RFI	> 0.9	0.97	Good Fit
	IFI	> 0.9	0.99	Good Fit

The testing of structural models is conducted by looking at the R-square value, which is a Goodness of Fit test of the model. The test result shows that the R-square value for job satisfaction is 0.79 while Employee Engagement is 0.77, calculating the R-square value = $1 - (1 - 0.79) (1 - 0.77) = 0.9517$. Thus, it can be interpreted that the model is very good and able to explain the phenomenon/problem of employee engagement by 95.17% and 4.83% as explained by the other variables (the ones other than Job Rotation, Person-Job Fit, and Job Satisfaction) that have not been included in the model and error.

Table 2. Hypothesis Testing Results

<i>Hypothesis</i>	<i>Path Co-efficient</i>	<i>Standard Errors</i>	<i>t-Value</i>	<i>Significant</i>
H1 JR → EE	-0.07	0.06	-1.14	NS
H2 PJ → EE	-0.09	0.10	-0.86	NS
H3 JS → EE	1.00	0.12	8.67	S
H4 JR → JS → EE	0.14	0.06	2.44	S
H5 PJ → JS → EE	0.79	0.07	11.78	S

Based on the structural model analysis in Table 2 above, the following results are obtained:

1. Job Rotation has a negative and no significant effect on Employee Engagement with a path coefficient of -0.07 where the value of T-Statistic = -1.14 is lower than the value of $Z \alpha = 1.645$
2. Person-Job Fit has a negative and no significant effect on Employee Engagement with a path coefficient of -0.09 where the value of T-Statistic = -0.86 is lower than the value of $Z \alpha = 1.645$
3. Job Satisfaction has a positive and significant effect on Employee Engagement with a path coefficient of 1.00 where the value of T-Statistic = 8.67 is higher than the value of $Z \alpha = 1.645$
4. Job Rotation has a positive and significant effect on Employee Engagement when mediated by Job Satisfaction with a path coefficient of 0.14 where the value of T-Statistic = 2.44 is higher than the value of $Z \alpha = 1.645$
5. Person-Job Fit has a positive and significant effect on Employee Engagement when mediated by Job Satisfaction with a path coefficient of 0.79 where the value of T-Statistic = 11.78 is higher than the value of $Z \alpha = 1.645$

4 CONCLUSION

As stated in the previous section, job rotation and person-job fit, concerning the increase in employee engagement, are not as expected in hypothesis formulations. These results provide hints that the implemented job rotation policies do not effectively influence employee engagement because some employees still feel that the system is not fair enough for them. The high frequency of job rotations may not be better as employees may get transferred to places with highly diverse environmental conditions; they cannot predict the objectives of the office and the new environment they will encounter. Meanwhile, in terms of person-job fit, organizations that have provided a perfect

match between the assigned tasks and the skills of their employees will not directly influence and encourage the conditions and attitudes of the employees who have strong enthusiasm in their work. On the other hand, if employees feel job satisfaction, the job rotation and person-job fit will affect employee engagement.

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