

The Effect of Job Rotation on Organizational Stressors through Workload in Government Agencies of the Economic Bureau of the Regional Secretariat of East Java Province



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ABSTRACT: In this study, the aim was to analyze the effect of Job Rotation on Organizational Stressors through Workload at the Bureau of the Economy Regional Secretariat of East Java Province. This research is a quantitative study with a sample of 48 ASN employees. Based on the results of statistical data analysis with the results of the t-statistic of Job Rotation on Workload of 5.875 with a p-value of 0.000 < 0.05 and the t-statistic of Job Rotation on Organizational Stressors totaling 5.294 with a p-value of 0.000 < 0.05. Meanwhile, Workload on Organizational Stressors has a t-statistic value of 0.397 with a p-value of 0.687 > 0.05. These results get the interpretation that work rotation has a significant and positive effect on Workload and Organizational Stressors. Meanwhile, Workload has no significant and positive effect on Organizational Stressors for ASN employees at the Regional Secretariat of the East Java Provincial Economic Bureau.

KEYWORDS: State Civil Apparatus, Job Rotation, Workload, and Organizational Stressors

The current development of digitalization has given changes to government agencies that have the main task of serving the community and other tasks that have been regulated by law. This development affects the Economic Bureau of the Regional Secretariat of East Java Province which is one of the elements of the economic and development assistant who has the task of helping to prepare policy formulation in the economic sector in East Java Province. The Economic Bureau of the Regional Secretariat of East Java Province has undergone a change in the organizational structure to implement the provisions. In Article 16 paragraph (2) changes in the organizational structure to implement the provisions in Article 16 paragraph (2) of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2021 concerning the Simplification of Organizational Structure in Government Agencies and for simplification.

Bureaucracy, it is necessary to change the organizational structure of the Regional Secretariat of East Java Province (Governor Regulation No.108, 2021). Article 16 paragraph (2) of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2021 concerning Simplification of Organizational Structure in Government Agencies for Bureaucratic Simplification, it is necessary to make changes to the organizational structure of the Regional Secretariat of East Java Province (Governor's Regulation No.108, 2021). This phenomenon indirectly changes the details of duties or responsibilities on each employee and the change involves a change of leaders for the period 2021 until now.

According to (Moussavi et al., 2019) that explaining Job Rotation has a positive and significant effect on Workload because if Job Rotation is carried out on employees, it has an increase in Workload and in research conducted by (Al-Romeedy, 2019) that Job Rotation can increase job involvement which includes Workload. According to (Foroutan, Safavi, and Bouzari, 2021) said that Job Rotation has a significant and positive effect on Organizational Stressors due to a change in the role of employees in an organization. In a study conducted by (Anita, Tjitrosuwarno, & Setyohadi, 2021) it is explained that the work environment has a positive and significant effect on work stress which has the dimension of Organizational Stressors. According to (Anita et al., 2021) explained that the work environment has a positive and significant effect on work stress which has the dimension of Organizational Stressors. According to (Ibrahim et al., 2016) and research from (Ananda et al., 2021) that Workload has a positive and significant effect on stress in employees, which means that Workload on ASN employees at the Economic Bureau Agency of the Regional Secretariat of East Java Province does not affect causing a stressor for employees.

The Government of East Java, 2021) causes changes for the Government Agencies of the Economic Bureau of the Regional Secretariat of East Java Province, including in the factors of leadership change and organizational structure that can cause work

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rotation. This phenomenon makes researchers interested in whether work rotation causes a cause of organizational stressors in employees of the Economic Bureau of the Regional Secretariat of East Java Province with a workload that is a factor in the occurrence of organizational stressors. Based on this phenomenon, this study aims to analyze the effect of work rotation on workload, work rotation on organizational stressors, and workload on organizational stressors.

THEORETICAL FOUNDATIONS

Work Rotation

The definition of Job Rotation is the transfer of workers from one job to another in a unit of work in a company (Putri & Luturlean, 2020). Work rotation is part of one of the functions of human resource management, namely the development function. Job rotation generally includes activities of finding, placing and utilizing human resources in a company effectively and efficiently. The indicators of work rotation according to (Afandi, 2016) are Employee's Ability, Employee's Knowledge, and Employee's Boredom.

Workload

Workload is a process carried out by a person whose amount of work must be borne to be carried out under normal circumstances within a predetermined period of time (Mardiana & Asj'ari, 2022). Workload is a responsibility that includes tasks either directly or indirectly with a predetermined time limit and the task is completed based on ability. If an employee does not have these skills, it can cause excessive workload and cause stress (Stressor). According to (Koesomowidjojo, 2017) there are workload indicators, namely work conditions, use of working time, and targets that must be achieved.

Organizational Stressors

Organizational stressors are one of the factors that cause work stress. The definition of an organizational stressor is stress that arises due to factors from a situation or circumstance in an organization and causes stress in a person. According to (Ramadhanty et al., 2019) organizational stressors are divided into two parts, namely physical and occupational factors, as well as social and organizational factors. According to (Robbins & Judge, 2012) organizational stressor indicators consist of task demands, role demands, and interpersonal demands.

RESEARCH METHODOLOGY

This study is a quantitative research with a descriptive approach. The population at the Economic Bureau of the Regional Secretariat of East Java Province is 68 consisting of ASN and Non-ASN. The sampling technique is by purposive sampling method by adjusting ASN and Non-ASN criteria. This study only took employees with ASN criteria totaling 48 employees with saturated sampling techniques. According to (Arikunto, 2016) if the total population is less than 100 people, then the number of samples is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken. The data collection technique used a questionnaire based on the likert scale with the criteria of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). The data analysis technique uses Structural Equation Modeling - Partial Least Square (SEM-PLS) with the help of SmartPLS 3 software.

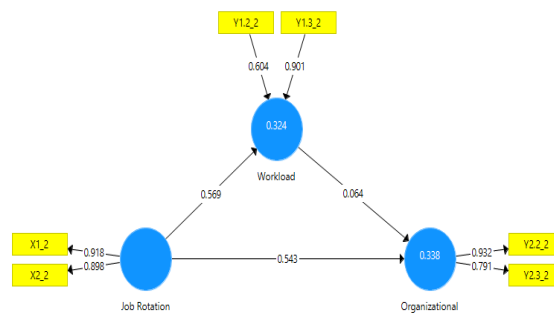
In SEM-PLS, there are two models, namely reflective and formative. In this study, the variables Job Rotation (X) and Organizational Stressors (Y2) are reflective models. While the Workload variable (Y1) is a formative model. In SEM-PLS, there are several stages of testing, namely the evaluation of the measurement model (outer model) consisting of convergen validity, discriminant validity and reliability test for reflective models while VIF and outer weight values for formative models. The evaluation of the structural model (inner model) consists of path coefficient, total effect, and specific indirect effect. The quality evaluation of the model consists of R square, F square, Q square, and Goodness Of Fit Index (GoF Index).

RESULTS AND DISCUSSION

Measurement Model Evaluation

In the measurement model with the beginning, each latent variable has 3 indicators and one indicator has 6 statements so that in one latent variable there are 6 items. The model measurement stage is by performing the PLS Algorithm to see the outer loading value of each item in the latent variable. The explanation of the Job Rotation and Organizational Stressors variables by showing the direction of the arrow from the latent variable to the indicator or called the reflective model. Meanwhile, the workload latent variable shows an indicator towards the latent variable or this is called a formative model.

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Picture 1. Output Smart PLS

The results in Figure 1 explain that there are invalid values between the indicators. According to (Hair et al., 2021), if the outer loading value is less than 0.5, the item is removed from the model and re-estimated. According to (Garson, 2016) if the outer weight value of each item is not significant but the loading factor is ≥ 5 , it is still included in the model. On the other hand, if the outer weight value is not significant and the loading factor value is ≤ 5 , then the item is excluded from the model. The statement then each invalid item is issued gradually and produces with the value in the following figure. The result removes invalid items so that each variable has 2 items.

Convergen Validity

In the outer loading value of the variable Job Rotation (X) on items X1_2 and X2_2. Organizational Stressors (Y2) consists of items Y2.2_2 and 2.3_2 with a value above 0.5 as per and an AVE value above 0.5 as conveyed by (Hair et al., 2021). Meanwhile, the Workload variable (Y1) is a formative model so it is not measured by convergent validity. The results of the outer loading are as follows:

Table 1. Outer loading & AVE Values

Uraian	Item	Loading Factor	Nilai Kritis	Nilai AVE	Keterangan
Job Rotataion	X1_2	0,918	0,5	0,825	Valid
	X2_2	0,898	0,5		Valid
Organizational Stressors	Y2.2_2	0,932	0,5	0,747	Valid
	Y2.3_2	0,791	0,5		Valid

Source: Data processed in 2023

Discriminant Validity

The root value of AVE in the Job Rotation variable (X) has a value of 0.908 which is greater than that value than other correlations. The results also occurred in the variable Organizational Stressors (Y2) which had a value of 0.864 which was greater than the other selected constructs. The Workload variable is a formative model, so this test is not necessary. The conclusion of the result is that the root value of AVE > other constructs has been met.

Table 2. Fornell Larcker Value

Uraian	Job Rotation	Organizational Stressors
Job Rotation (X)	0,908	
Organizational Stressors (Y2)	0,579	0,864
Workload (Y1)	0,569	0,373

Source: Data processed in 2023

The values in Table 3 for the cross loading results in the Job Rotation variable (X) include X1_2 and X2_2 have a greater cross loading value than other cross loading values. Workload variables include Y1.1_2 and Y1.2_2 have a greater value than other cross loading values. And the Organizational Stressors variable includes Y2.2_2 and Y2.3_2 which have a greater cross loading value than others. The results of each cross loading value on the indicator have a value greater than the other cross loading values

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and the result of the result the requirements of the validity of the discrimination are met.

Table 1. Cross Loading Value

Uraian	<i>Job Rotation (X)</i>	<i>Workload (Y1)</i>	<i>Organizational Stressors (Y2)</i>
X1_2	0,918	0,594	0,500
X2_2	0,898	0,431	0,555
Y1.1_2	0,441	0,604	0,076
Y1.2_2	0,459	0,901	0,417
Y2.2_2	0,607	0,327	0,932
Y2.3_2	0,345	0,330	0,791

Source: Data processed in 2023

Reliability Test

In table 4, the output of SmartPLS 3 produces a croanbach alpha value above 0.6 and the composite reliability value of each variable has a value above 0.8. So the results are declared reliable.

Table 2. Croanbach Alpha & Composite Reliability Values

Variabel	Croanbach Alpha	Composite Reliability	Keterangan
<i>Job Rotation (X)</i>	0,788	0,904	Reliabel
<i>Organizational Stressors (Y2)</i>	0,680	0,854	Reliabel

Source: SmartPLS 3, Data processed 2023

Outer Weight and Collinearity Statistic (VIF) values

In table 5, there is a SmartPLS 3 output that produces a VIF value of all items below 0.5, so the multicollinearity between items is very low, so it can be ignored. The outer weight value of the item 0.062 is not significant but the loading factor value is above 0.5, so it is still included in the model.

Table 3. VIF and Outer Weight Values

Item	Nilai VIF	P-value	Loading Factor	Keterangan
Y1.2_2 -> <i>Workload</i>	1,041	0,062	0,604	Valid
Y1.3_2 -> <i>Workload</i>	1,041	0,000	0,901	Valid

Source: SmartPLS 3, Data processed 2023

Structural Model Evaluation

Path Coefficients

In the path coefficient, by looking at the direct and indirect influence between variables, it produces a value according to Table 6. The results explain that there is a significant direct effect between Job Rotation on Workload and Job Rotation on Organizational Stressors Through Workload. Meanwhile, the Workload variable on Organizational Stressors was not significant. The indirect influence that the value of 0.036 is not able to mediate between Job Rotation and Organizational Stressors Through Workload in the Economic Bureau Agency of the Regional Secretariat of East Java Province.

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Table 6. Direct Effect and Indirect Effect Values

Variabel Eksogen → Endogen	Pengaruh Langsung	Pengaruh tidak langsung	P-Values
JR (X) → WL (Y1)	0,569		0,000
JR (X) → OS (Y2)	0,543	0,036	0,000
WL(X) → OS (Y2)	0,064		0,687

Source: Data processed 2023

Model Quality Evaluation

R Square Test

In table 6 above, the results of the R Square value of the Job Rotation variable on Workload have an R Square value of 0.324 or 32.4% with an Adjusted R Square value of 0.309 or 30.9%. The results can be concluded that the R square and Adjusted R Square values are more than 0.25 and less than 0.50, then the influence of the Job Rotation variable on Workload is included in the weak category

The influence of the Job Rotation and Workload variables on Organizational Stressors resulted in an R Square value of 0.338 or 33.8% and an Adjusted R Square value of 0.309 or 30.9%. The results of these values are more than 0.25 and less than 0.50, so it is concluded that the influence of the Job Rotation and Workload variables simultaneously on the Organizational Stressors variable is declared weak because it has not reached a value of 0.50.

Table 7. R Square Value

Variabel	R square	Adjusted R Square
Workload	0,324	0,309
Organizational Stressors	0,338	0,309

Source: Data processed 2023

F Square

Table 8 explains that the value of f square for variable X to Y1 amounts to 0.478, so the value is classified as high because it has reached a value of 0.35. In the value of f square, the variable X to Y2 has a value of 0.301 and the result is included in the medium category because it is more than 0.15 and has not reached 0.35. And the influence of the Y1 variable on Y2 is 0.04 which means it is included in the low category because it is less than 0.15 and more than 0.02.

Table 8. F Square Value

	Workload (Y1)	Organizational Stressors (Y2)
Job Rotation (X)	0,478	0,301
Workload (Y1)		0,004

Source: Data processed 2023

Table 9 explains that the value of the Job Rotation variable for Workload has a value of 0.155 > 0, so the value has predictive relevance. Meanwhile, the variables Job Rotation and Workload for Organizational Stressors have a value of 0.215 > 0, so the results can be said to be predictive relevance.

Table 9. Q Square Value

Variabel	Q ² (=1-SSE/SSO)
Job Rotation	
Workload	0,155
Organizational Stressors	0,215

Source: Data processed 2023

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Goodness Of Fit Index (GoF Index)

This test is to see the influence value of the measurement model and the structural model. According to (Wetzels et al., 2009) the GoF Index formula is as follows:

(Reaverage Commuality × average R Square). The interpretation of the value can be explained by the outcome criteria of 0.1 = low, 0.25 = medium, and 0.36 = high.

Table 10. Calculation of GoF Index

Rerata Commuality	Rerata R Square (R ²)	GoF Index
0,720	0,331	0,488

Source: Data processed 2023

The results in the table are included in the high criteria and the results explain a data.

Hypothesis Results

Work rotation in an organization aims to develop human resources in terms of competencies related to tasks that must be completed. New tasks that are applied to work rotation settings can result in an increased workload because they have to adapt again to new environments and new tasks (Al-Romeedy, 2019). New tasks and new environments make employees feel that they have lost their jobs because they are comfortable with the position so that they have to try to maximize the tasks given, which can cause a workload on the Economic Bureau of the Regional Secretariat of East Java Province (Dhanraj & Parumasur, 2014).

Hypothesis 1: Job Rotation Has a Significant and Positive Effect on Workload in the Economic Bureau of the Regional Secretariat of East Java Province.

Job rotation is a change in the organization. Work rotation in the Economic Bureau of the East Java Provincial Secretariat is part of the organizational or company factors as conveyed by (Afandi, 2016). However, the change in work rotation is not accepted by all employees because they are comfortable in that position so that it can cause demands from the organization against employees. And these demands are part of the organizational stressors (Harmen et al., 2019). Job rotation can also trigger stress in employees in the organization. The effect of job rotation shows stress for employees which results in a decrease in their psychological well-being (Lee et al., 2017).

Hypothesis 2: Job Rotation Has a Significant and Positive Effect on Organizational Stressors in the Economic Bureau of the Regional Secretariat of East Java Province

Workload is included in one of the stressor factors which includes the demands of duties and responsibilities based on the abilities of employees (Harmen et al., 2019). These demands are supported by changes and simplification of organizational structures with changes in structural positions to functional (East Java Governor's Regulation, 2021). These changes require employees in government agencies to develop competencies in the current era of digital development, which is mainly aimed at serving the community more efficiently. This can result in workload including work demands and responsibilities supported by changes in structure and positions in government agencies (Mubariroh, 2013).

Hypothesis 3: Workload Has a Significant and Positive Effect on Organizational Stressors in the Economic Bureau of the Regional Secretariat of East Java Province

DISCUSSION

Testing on the first hypothesis (H1) which explains (Job Rotation affects Workload in Government Agencies Economic Bureau of the Regional Secretariat of East Java Province". The results of the hypothesis explain that it has a significant and positive influence based on t-statistical values and p-values that are in accordance with the provisions of these values. This is in accordance with the hypothesis put forward if the Job Rotation increases, the Workload will also increase.

This result is in accordance with research conducted by (Moussavi et al., 2019) that explains that Job Rotation has a positive and significant effect on Workload because if Job Rotation is carried out on employees, it has an increase in Workload and in research conducted by (Al-Romeedy, 2019) that Job Rotation can increase job involvement which includes Workload. However, the difference in the use of the Workload variable in previous studies became a dependent variable. Meanwhile, in this study, the Workload variable is used as an intervening variable. These results are also in accordance with the theory conveyed by (Song et al., 2016) that Job Rotation is the transfer of one part to another that aims to balance a workload on employees. So according to (Hermawan, 2020), a good Job Rotation is not only useful for the employees themselves, but also useful for the organization in

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achieving its goals. So Job Rotation is able to affect the workload of ASN employees at the Economic Bureau of the Regional Secretariat of East Java Province.

Testing on the second hypothesis (H2) which explains "Job Rotation affects Organizational Stressors in Government Agencies of the Economic Bureau of the Regional Secretariat of East Java Province". The results of the hypothesis explain that it has a significant and positive influence based on t-statistical values and p-values that are in accordance with the provisions of the value limit. This is in accordance with the hypothesis proposed, if Job Rotation increases, Organizational Stressors will also increase and vice versa, if Job Rotation decreases, then Organizational Stressors will also decrease.

These results are in accordance with research from (Foroutan, Safavi, and Bouzari, 2021) who said that Job Rotation has a significant and positive effect on Organizational Stressors due to a change in the role of employees in an organization. In a study conducted by (Anita, Tjitrosumarto, & Setyohadi, 2021) it is explained that the work environment has a positive and significant effect on work stress which has the dimension of Organizational Stressors. And this stress causes anxiety in employees. The difference with this study is that Job Rotation is used as an independent variable and Organizational Stressors as a dependent variable which is included in the dimensions of previous research conducted by Anita, Tjitrosumarto, and Setyohadi (2021). The theory explained by (Ramadhanty et al., 2019) is the change that occurred in the Economic Bureau of the Regional Secretariat of East Java Province by simplifying an organizational structure based on (East Java Governor Regulation, 2021) related to the change of structural positions to functional positions that aim to accelerate and improve the quality of services to the community. These changes are included in an Organizational Stressor. However, this stress can lead to a positive because an employee must be required to improve the quality of carrying out a task given as a service to the community for the better.

Testing on the third hypothesis (H3) which explains "Workload affects Organizational Stressors in Government Agencies Economic Bureau of the Regional Secretariat of East Java Province". The results of the hypothesis explain that it has an insignificant and positive influence based on t-statistical values and p-values that are not in accordance with the provisions of the value limit. These results are not in accordance with the hypothesis proposed because Workload does not affect Organizational Stressors means that the good or bad effects of Workload do not affect the good or bad of Organizational Stressors.

These results are not in accordance with research conducted by (Ibrahim et al., 2016) and research from (Ananda et al., 2021) that Workload has a positive and significant effect on stress in employees, which means that Workload on ASN employees at the Economic Bureau of the Regional Secretariat of East Java Province does not affect a stressor for employees. These results also do not affect Workload, a decision that exists in Governor's Regulation No. 108 of 2021 regarding the change of structural positions in employees to functional positions in ASN employees. The workload on the employee is still fairly manageable, so that there is no stressor for the employee.

CONCLUSION

The results of this study explain that work rotation can affect the workload and stressors of the organization. However, the workload does not affect the organizational stressors of ASN employees at the Economic Bureau of the Regional Secretariat of East Java Province. Rotation can cause a workload in accordance with research (Moussavi et al., 2019) that explaining Job Rotation has a positive and significant effect on Workload because if Job Rotation is carried out on employees, it has an increase in Workload. Research from (Foroutan, Safavi, and Bouzari, 2021) said that Job Rotation has a significant and positive effect on Organizational Stressors because of a change in the role of employees in an organization. However, the results of this study are different from those conveyed by (Ananda et al., 2021) that Workload has a positive and significant effect on stress in employees, which means that Workload on ASN employees at the Economic Bureau Agency of the Regional Secretariat of East Java Province does not affect a stressor for employees. These results can develop a variable that can affect an organizational stressor, as in a study conducted by (Asj'ari, Suharyanto, Dwiarta, & Widhayani, 2022) explaining that intellectual capital has an effect on organizational stressors. In this study, work rotation variables are used so that it can be useful for the development of information in terms of influencing organizational stressors.

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