

# The Role of Job Rotation and Organizational Communication on Job Satisfaction and Employee Performance: Evidence from Jakarta's Banking Industry

Original Article

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## Abstract

Employee performance is a key factor that determines organizational success because it directly affects productivity and competitiveness. In the banking sector, intense competition demands effective human resource management through strategies such as job rotation, organizational communication, and job satisfaction improvement. This paper aimed to identify and analyze the determinants that bear upon employee performance while simultaneously offering prescriptive insights for organizational leadership. The focal constructs examined as antecedents of performance encompass job rotation, organizational communication, and job satisfaction. Adopting a quantitative orientation, the investigation surveyed personnel within a banking institution located in the Special Capital Region of Jakarta, comprising 240 respondents deemed suitable for inclusion. Methodologically, the study employed descriptive exploration, assessments of construct validity and reliability, alongside Structural Equation Modeling (SEM) as the principal analytical apparatus. Empirical findings affirm that job rotation exerts a favorable and statistically significant influence on job satisfaction, organizational communication likewise yields a constructive and significant impact on job satisfaction, and both job rotation and organizational communication independently manifest positive and significant effects on employee performance. Further, job satisfaction itself emerges as a salient and significant driver of performance outcomes. These findings highlight the importance of effective job rotation and organizational communication in improving job satisfaction, which in turn strengthens employee performance in the banking sector.

**Keywords:** Employee Performance, Job Rotation, Job Satisfaction, Organizational Communication.

## 1. Introduction

Human capital constitutes the paramount component in ensuring the continuity of an organization (Saleem & Amin, 2013). The extent to which an organization attains success is largely contingent upon employee performance, namely the outcomes accomplished by individuals in fulfilling the duties and responsibilities entrusted to them (Saleem & Amin, 2013). In addition, organizational success can also be achieved if there is good human resource management within it. According to Wulandini (2017), human resources are increasingly recognized as a pivotal determinant of organizational success, leading many organizations to acknowledge that the human element serves as a critical source of competitive advantage.

Technological developments, increasing competition, and changing consumer tastes are volatile making the company is required to maintain its existence in society (Holbeche, 2018). Banking is the one sector which is facing external challenges. In gaining competitive advantage, banks must not only have innovation in product development but must also ensure



the quality of human resources in order to provide satisfactory services for customers and prospective customers (Laia & Dewi, 2023). In order to improve the quality of service, the company is required to have good management of employees (Marhamah et al., 2022). The management should be supported by employee discipline in following the rules and program development and human resources management set by the company.

An organization's productivity is inherently bound to the performance of its workforce, as human resources constitute a central determinant of corporate outcomes. The caliber of human capital exerts a profound influence on productivity levels, and insufficient managerial attention to these dimensions may result in diminished employee performance, ultimately impairing overall organizational effectiveness. Employee performance can be understood as the observable conduct manifested by individuals, representing the extent of their accomplishments relative to assigned roles and responsibilities. Consequently, inadequate performance diminishes organizational productivity. Job satisfaction, in this context, may be derived from experiences within the workplace, external life domains, or a synthesis of both spheres. Low employee job satisfaction negatively impacts the company, as employee performance declines, ultimately impacting the company's performance.

When a task no longer presents sufficient challenge, employees are often reassigned to alternative positions, typically at an equivalent level and demanding a comparable set of skills. Al-Nashmi & Almoayad (2015) revealed that job rotation can increase productivity because it will affect the performance of the employee. While Saravani and Abbasi (2013) stated that job rotation is a direct influence to employee performance that have a lot of skills give management more options in planning the work, and adjust to the changes received. Job rotation is expected to encourage employees to achieve better performance due to the process of increasing knowledge and skills, reducing boredom, helping the process of placing employees appropriately, and providing greater challenges for employees to achieve better performance or achievements.

Organizations are composed of human resources, each possessing distinctive characteristics shaped by diverse socio-cultural backgrounds, social statuses, and psychological attributes. Fostering harmonious collaboration and synergy necessitates effective communication processes within the organization, enabling the development of shared understanding and collective perception in the pursuit of organizational objectives. Communication between superiors and subordinates must have a mutually understood meaning so that harmonization of organizational communication occurs and vice versa. Communication within an organization in its implementation if it can be carried out well by all employees, both superiors and subordinates, will greatly enable the emergence of job satisfaction for employees. Herlista et al. (2016) mentioned that communication influences employee job satisfaction and performance through supervisory interactions, wherein supervisors engage with employees by offering direction, guidance, and technical support.

Previous research has consistently shown that job rotation positively affects job satisfaction and employee performance (Zehra, 2015; Akbari & Maniel, 2017), and organizational communication correlates with both job satisfaction and performance (So et al., 2018). Additionally, job satisfaction has been proven to enhance employee performance (Hasibuan, 2016). However, most of these studies were conducted in the manufacturing, education, and non-financial services sectors, while research in the banking sector remains limited, despite this industry facing different challenges such as high levels of competition, the need for trust-based services, and demands for rapid technological adaptation (Holbeche, 2018; Laia & Dewi, 2023). Furthermore, previous research generally only examined partial relationships between variables, without simultaneously analyzing the influence of job

rotation, organizational communication, and job satisfaction on employee performance. Therefore, the novelty of this research lies in testing these three variables simultaneously in the context of the banking sector in Indonesia, thus providing new contributions both theoretically in developing human resource management literature and practically in managing banking employees.

Grounded on the foregoing background, this study is motivated by an interest in examining employee performance within the banking sector. The primary objective is to investigate the impact of job rotation, organizational communication, and job satisfaction on employee performance. Specifically, the research seeks to analyze the extent to which these three factors function as independent variables influencing employee performance, which serves as the dependent variable, with a particular focus on employees in banking institutions.

## 2. Literature Review

### 2.1. Employee Performance

The achieved performance of employees contributes to the success of the company overall. In the implementation of the company require information about the performance of the employees. Such information is useful for some purposes, for example in increasing the salary, promotion, or to exercise control over the deviations that may occur. Nahan et. al., (2015) states what is meant by employee performance is the performance of the individual members of the organization in operational activities, such as run routine tasks, obey the orders of superiors, and completing the job on time. Frastika and Franksiska (2021) define employee performance as the outcome of an individual's work in carrying out assigned tasks, influenced by skills, experience, commitment, and time. Employee performance also seen as a record of the results generated from specific jobs or activities within a given period. Similarly, Colquitt (2013) sees performance as the overall value of a set of employee behaviors that contribute, whether positively or negatively, to the attainment of organizational objectives.

### 2.2. Job Satisfaction

Van Wyk et al. (2018) describe job satisfaction as an affective state that reflects an individual's sense of support and fulfillment in relation to both work and personal conditions. Work-related factors influencing this feeling include wages or salaries, career advancement opportunities, relationships with colleagues, job placement, the nature of the work, organizational structure, and the quality of supervision. Personal factors, on the other hand, encompass age, health status, abilities, and educational background. Meanwhile, Keles and Findikli (2016) define job satisfaction as an individual's overall attitude toward work, shaped by the perceived discrepancy between the rewards actually received and the rewards the individual believes they ought to receive. While the Church (1995) has another definition which states that job satisfaction is the result of a variety of behavior held by the employee. In this case, job satisfaction is determined is related to the job along with the factors that are specific such as surveillance or supervision, salary and benefits, promotion opportunities and promotion, working conditions, the experience to proficiency, assessment of work is fair and not detrimental to, the social relations in the good work, rapid completion of the complaints and good treatment from the leadership to employees.

### 2.3. Job Rotation

Employees who perform the same tasks continuously over an extended period without variation in their duties are prone to experiencing boredom. To address, companies can enhance their management systems by redesigning work structures. One approach known as

the implementation of job rotation policies. Mathis and Jackson (2011) emphasize that job rotation refers to the process of transferring employees from one position to another. A technique used to reduce the monotony of a routine performed by the employee. Usually, every company has policies of its own in the application of the rotation time of the work. There is a periodic (weekly, monthly, yearly) and not periodically. The advantages of the job rotation itself are developing the capability of an employee to do several different jobs. While Al-Nashmi & Almoayad (2015) mention that job rotation will reduce the boredom, prepare employees for management system better, improve productivity, and increase knowledge and skills. The aim and benefits of job rotation not only felt directly by the employees because the company also benefited indirectly because of the employees' range of skills and management is extensive and flexible in work scheduling, self-adjustment of employees over change, and fill the void of personnel.

## **2.4. Organizational Communication**

According to Lu et. al., (2018) communication is the process of exchange of messages, verbal and non-verbal between the sender and the recipient of the message to change behavior. The term process means that communication takes place through certain stages in a continuous, capricious, and there is no stopping. In carrying out the work, the employee is not off from communication with fellow colleagues, with superiors and with subordinates. Good communication can be an appropriate means in improving the performance of employees. Uzzi and Lancaster (2003) define organizational communication as the process of generating and exchanging messages within a network of interdependent relationships in an organization. Similarly, Dessler (2015) describes it as the process by which individuals in an organization transmit and receive messages. Such communication may occur through formal channels, including official meetings and established procedures, or through informal channels. Furthermore, organizational communication can be understood in terms of openness, which reflects the degree to which information, opinions, and perspectives flow freely among organizational members.

## **2.5. Theoretical Framework**

### **2.5.1. Job Rotation and Job Satisfaction**

A decisive factor in improving the job satisfaction of employees is putting employees in accordance with their competences and the conditions of stay while working. One way to confined or staffing of employees is by means of job rotation. Satisfaction of employees is considered high enough, the employee will be positive to the company such as the appearance of loyalty to the company as well as showing discipline and obedience to the company (Jean et al., 2017). Ortega (2001) asserts that job rotation has the potential to enhance job satisfaction. Similarly, Van Wyk et al. (2018) highlight that the implementation of job rotation within an organization plays a positive and significant role in improving employee job satisfaction. These perspectives underscore the close relationship between job rotation practices and the level of satisfaction experienced by employees.

### **2.5.2. Organizational Communication and Job Satisfaction**

Communication within an organization, if implemented well by all employees, both superiors and subordinates, will greatly increase job satisfaction. Pace and Faules (2013) argue that job satisfaction is closely linked to an individual's need for information regarding their work, their organization, and the presence of harmonious communication both vertically and horizontally. This positive association between organizational communication and job satisfaction is further supported by Zubcsek et al. (2017), who found that the accuracy of task-

related communication, the quality of interpersonal interactions, and the timeliness of information flow are significantly related to employee satisfaction and performance outcomes. Similarly, Giri and Kumar (2010) emphasize that communication can shape both job satisfaction and employee performance through supervisory practices, whereby supervisors provide employees with direction, guidance, and technical assistance. Empirical studies conducted by De Nobile (2017) also revealed a relationship between various aspects of organizational communication and job satisfaction, while research by Farahbod et al. (2013) confirmed a similar association between these two constructs.

### **2.5.3. Job Rotation dan Employee Performance**

Al-Nashmi & Almoayad (2015) revealed that job rotation can increase productivity because it will affect the performance of the employee. While Robbins and Judge (2007) stated that job rotation directly give influence on the performance of employees who have many skills and gives management more options in planning the work, adjust to the changes received. The presence of job rotation is expected to stimulate employees to achieve better performance because there is a process of adding knowledge and skills, reduce boredom, help the process of placing employees appropriately, also providing greater challenges for employees to achieve performance or better performance. Research examining the impact of job rotation on employee performance has yielded consistent findings. Dhanraj and Parumasur (2014) reported that job rotation exerts a positive influence on employee performance. Similarly, Zehra (2015) demonstrated a significant link between job rotation and performance outcomes. Supporting these findings, Khan et al. (2014) concluded that job rotation has a positive and influential effect on employee performance. Likewise, Akbari and Maniel (2017) found a significant link among job rotation practices and employee performance, further reinforcing the view that job rotation contributes meaningfully to enhancing performance levels.

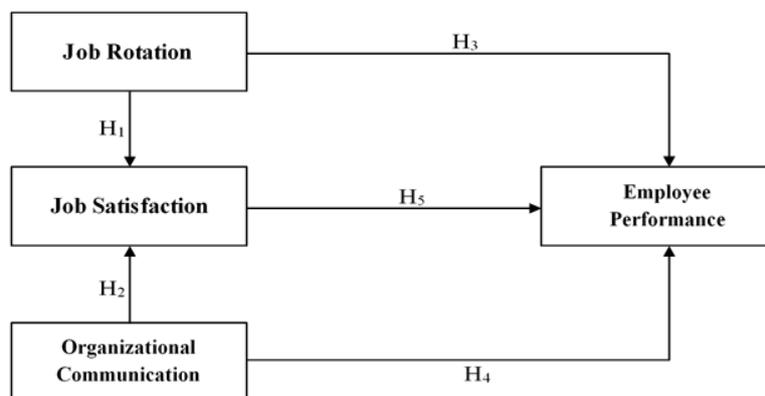
### **2.5.4. Organizational Communication and Employee Performance**

The measurement of good performance will produce a performance objective, which can be received by employees with the good. Managers use communication as a tool to convey information within the organization. To achieve the activity, every organization needs a communication. So, the communication to be important and influential for each activity in the organization. So et al. (2018) emphasize that communication influences employee performance through supervisory practices, wherein supervisors provide guidance and technical support to subordinates. Similarly, O'Hair et al. (1995) note that individuals with a strong understanding of organizational communication are better equipped to comprehend and complete assigned tasks effectively and efficiently. Redding and Sanborn (1964) further assert that communication factors exert a significant impact on employee performance, as employees are able to perform their duties more effectively when they receive sufficient and high-quality information supported by appropriate tools. Effective communication between superiors and subordinates not only enhances job satisfaction but also contributes to optimizing performance. Thus, organizational communication that is clear, accurate, and timely serves as a critical mechanism for improving employee performance, as the exchange of complete and up-to-date information enables employees to carry out responsibilities effectively and positively influences overall outcomes.

### **2.5.5. Job Satisfaction and Employee Performance**

Employee performance tends to improve when employees experience higher levels of job satisfaction, suggesting that satisfaction serves as a critical driver of performance outcomes. In this regard, Hasibuan (2016) argues that individuals are more likely to work with enthusiasm when their jobs provide sufficient satisfaction, as job satisfaction functions as a

key factor in supporting organizational objectives. Similarly, Ostroff (1992) found that organizations with more satisfied employees generally demonstrate greater effectiveness compared to those with less satisfied workforces. Empirical evidence also supports this relationship; for instance, Javed et al. (2014) reported a positive and significant association between job satisfaction and various dimensions of employee performance, including empowerment, workplace environment, and job loyalty. Based on the theoretical framework above, the hypothesis of the study can be structured as follows:



**Figure 1. Model of Research Hypothesis**

Looking the figure 1 of conceptual framework, the study proposes following hypothesis:

- H1** : Job Rotation has a positive effect on Job Satisfaction
- H2** : Organizational Communication has a positive effect on Job Satisfaction
- H3** : Job Rotation has a positive effect on Employee Performance
- H4** : Organizational Communication has a positive effect on Employee Performance
- H5** : Job Satisfaction has a positive effect on Employee Performance

### 3. Methods

#### 3.1. Research Type

This research uses a quantitative approach with survey method. The quantitative approach was chosen because this research aims to obtain empirical evidence that can be measured objectively through numerical data. According to Arikunto (2013), quantitative research emphasizes the collection, processing, and interpretation of data in numerical form to test relationships between variables based on existing theoretical frameworks.

#### 3.2. Population and Sample

The population in this research is all employees at banking companies operating in the Jakarta area. The sampling technique was conducted using purposive sampling, which is sample selection based on certain criteria relevant to the research objectives. The determined sample size is 240 respondents. This number is considered adequate for analysis using Structural Equation Modeling (SEM), as recommended by Hair et al. (2018), which is a minimum of 5-10 times the number of indicators.

#### 3.3. Data Collection Technique

Primary data was collected through questionnaire distribution constructed using a six-point Likert scale to measure respondents' attitudes, opinions, and perceptions. The Likert scores used are displayed in Table 1 below:

**Table 1. Likert Score**

Description	Score
Strongly Disagree	1
Disagree	2
Slightly Disagree	3
Slightly Agree	4
Agree	5
Strongly Agree	6

### 3.4. The Development of Instrument

The research instrument was developed by adapting indicators from prior studies, a process undertaken to ensure validity since the measures had previously been tested and validated (Suhud et al., 2017). Job rotation was assessed using indicators proposed by Kaymaz (2010), while organizational communication was measured by adapting indicators from Mas'ud (2004) and Alhassan et al., (2017). Job satisfaction was evaluated through indicators employed in the studies of Javed et al. (2014), Luthan (2011), and Abuhashesh et al. (2019). Employee performance, meanwhile, was measured using indicators drawn from Bangun (2016) and Robbins (2013).

### 3.5. Data Analysis Technique

The collected data will be analyzed using Structural Equation Modeling (SEM) with the assistance of AMOS 24 software. SEM was chosen because it is capable of testing causal relationships between latent variables simultaneously in one comprehensive model. According to Hair et al. (2018), SEM has advantages in measuring latent and complex variables, while simultaneously testing the measurement model and structural model.

The data analysis steps in SEM are conducted in stages. First, construct validity testing is performed, consisting of convergent validity and discriminant validity. Convergent validity is assessed from factor loading values that must be greater than 0.5 and Average Variance Extracted (AVE) values that are also expected to be greater than 0.5. Meanwhile, discriminant validity is determined by comparing the square root of AVE values with correlations between constructs. Next, construct reliability testing is performed using Composite Reliability (CR) values, where constructs are considered reliable if CR values are greater than 0.7. The next stage is goodness of fit testing by considering several indices, including Chi-Square, CMIN/DF (<3), GFI, AGFI, TLI, CFI (>0.90), and RMSEA (<0.08). Finally, hypothesis testing is conducted based on Critical Ratio (CR) values and p-values, with the criteria that hypotheses are accepted if p-value < 0.05, indicating a significant effect.

## 4. Results and Discussion

### 4.1. Results Analysis

#### 4.1.1. Description of Respondents

Research data was successfully collected from 240 respondents, psychographic data shows that 240 respondents (100%) are permanent employees of Banking Companies in the Jakarta region. Furthermore, 240 respondents (100%) in this study have also never experienced job rotation at least once. Likewise, 240 respondents (100%) in this study include employees who work in low positions/titles such as unit heads in Banking Companies in the Jakarta region. All respondents in this study are employees who work actively in Banking Companies in the Jakarta region. The number of employees taken as a sample of the study is 240 people. The respondents have different characteristics from one another. These

differences include gender, branch office of origin, age, marital status, and education level. Of the 240 respondents, the majority are male (55%), while respondents are female (45%). Based on age, it is explained that the majority of respondents are aged 40-44 years with a percentage of 24.2%, then respondents aged 45-49 years at 23.8%, next 35-39 years with a percentage of 19.2%, and the smallest above 50 years at 12.9%. The majority of respondents to this study's employees are mostly married with a percentage of 64.2%, next unmarried at 25.4%, next in pairs. The majority of respondents to this study have a final education of S1/D4 at 68.3%, next S2 at 15.8%, D1-D3 with a percentage of 15.4%, next S3 0.4%.

#### 4.1.2. Results of Data Analysis

The author conducted exploratory factor analysis as a means of data validation, while also determining whether there were valid dimensions and only retaining indicators with a loading of 0.4 or greater (Hair et al., 2018). According to Hair et al. (2018), convergent validity in Exploratory Factor Analysis (EFA) will be achieved if the indicators of a particular variable are grouped into one component with a predetermined factor loading value based on the limitations of the number of research samples. This calculation is continued with a reliability test. To test reliability, the Cronbach Alpha test is used, where an instrument is said to be reliable if the alpha coefficient is close to 1.00 and if the alpha coefficient is less than 0.6 then the instrument is considered unreliable and should be reliable (Arikunto, 2013).

**Table 2. Factor Analysis of Job Rotation**

		$\alpha = 0.712$
X1.02	The adoption of job rotation reduces monotony experienced in jobs	0.738
X1.01	The adoption of job rotation reduces monotony experienced in jobs	0.667
X1.04	The application of the rotation to improve the knowledge, skills, and competencies	0.650
X1.07	The adoption of job rotation helps to identify the position of the right work for the employee	0.579
X1.05	The application of the rotation to improve the knowledge, skills, and competencies	0.536
X1.03	The application of the rotation to improve the knowledge, skills, and competencies	0.503
X1.06	The adoption of job rotation helps to identify the position of the right work for the employee	0.485
X1.08	The application of the rotation of the developing social relations of employees.	0.442

Source: Data Processing (2025)

Looking at the table 2, there is only one component of the analysis forming the variable rotation of the work. It shows the variables in the rotation of the work does not have dimensions, so that the EFA which will be used later is the first order measurement model. In addition, the coefficient of each indicator of the variable rotation of the work has met the criteria, namely the loading factor or the standardized loading estimate with a value above 0.4.

**Table 3. Factor Analysis of Organizational Communication**

		$\alpha = 0.779$
X2.04	Organizational communication provides information, good information the progress and problems to co-workers and superiors	0.684
X2.09	Communication in the organization is evaluated periodically, and can be found solution if there are constraints	0.648
X2.06	Organizational communication provides information, good information the progress and problems to co-workers and superiors	0.646
X2.08	Communication within the organization provide clear and complete information regarding the implementation of the tasks so that the tasks can be completed in accordance with the expected	0.606

X2.05	Organizational communication provides information, good information the progress and problems to co-workers and superiors	0.602
X2.07	Organizational communication provides information, good information the progress and problems to co-workers and superiors	0.594
X2.01	Communicate by using the right choice of words and conveyed with the language of that polite and refined	0.571
X2.03	The extent to which organizational communication is accurate and free flowing	0.568
X2.02	The extent to which organizational communication is accurate and free flowing	0.485

Source: Data Processing (2020)

Based on the test results of table 3 above, it can be seen that there is only one component of the analysis that form the variables of Organizational Communication. It shows the variables in the communication of these organizations have no dimensions, so the EFA which will be used later is the first order measurement model. In addition, the coefficient of each indicator of the variable of organizational communication has met the criteria, namely the loading factor or the standardized loading estimate with a value above 0.4.

**Table 4. Factor Analysis of Job Satisfaction**

		$\alpha = 0.981$
X3.04	The work gives the opportunity of employees to work in accordance with the interest as well as the opportunity to be responsible for	0.914
X3.02	The work gives the opportunity of employees to work in accordance with the interest as well as the opportunity to be responsible for	0.914
X3.14	Coworkers are friendly and cooperative	0.911
X3.10	Supervision the supervisor is to motivate employees	0.910
X3.15	Condition good working environment	0.907
X3.13	Coworkers are friendly and cooperative	0.905
X3.05	Salaries received by employees in accordance with work load given	0.901
X3.01	The work gives the opportunity of employees to work in accordance with the interest as well as the opportunity to be responsible for	0.896
X3.11	Supervision the supervisor is to motivate employees	0.894
X3.07	Employees promoted on the basis of the achievements of the work achieved the employee	0.886
X3.12	Coworkers are friendly and cooperative	0.879
X3.09	Supervision the supervisor is to motivate employees	0.869
X3.03	The work gives the opportunity of employees to work in accordance with the interest as well as the opportunity to be responsible for	0.868
X3.06	Salaries received by employees in accordance with work load given	0.847
X3.08	Employees promoted on the basis of the achievements of the work achieved the employee	0.843

Source: Data Processing (2020)

Based on the test results of table 4 above, it can be seen that there is only one component of the analysis that form the variable of Job Satisfaction. It shows the variables in the job satisfaction has no dimensions, so the EFA which will be used later is the first order measurement model. In addition, the coefficient of each indicator of the variable job satisfaction has been meet the criteria, namely the loading factor or the standardized loading estimate with a value above 0.4.

**Table 5. Factor Analysis of Employees Performance**

		$\alpha = 0.979$
Y.03	The resulting amount is expressed in terms such as number of units, number of cycles of a completed activity	0.919
Y.01	Employees ' perception of the quality of work produced as well as the perfection of the tasks against the skills and abilities of employees	0.912

Y.09	The level of use of organizational resources is maximized with the intention of raising the results of each unit in the use of resources	0.906
Y.14	Level a employees will be able to run the function it works	0.904
Y.13	Level a employees will be able to run the function it works	0.903
Y.12	Level a employees will be able to run the function it works	0.902
Y.04	The level of activity completed at the beginning of the stated time, seen from the point of coordination with the results of the output and maximize the time available for other activities	0.899
Y.10	The level of use of organizational resources is maximized with the intention of raising the results of each unit in the use of resources	0.892
Y.06	The level of activity completed at the beginning of the stated time, seen from the point of coordination with the results of the output and maximize the time available for other activities	0.887
Y.08	The level of use of organizational resources is maximized with the intention of raising the results of each unit in the use of resources	0.868
Y.02	Employees ' perception of the quality of work produced as well as the perfection of the tasks against the skills and abilities of employees	0.867
Y.11	Level a employees will be able to run the function it works	0.853
Y.05	The level of activity completed at the beginning of the stated time, seen from the point of coordination with the results of the output and maximize the time available for other activities	0.845
Y.07	The level of use of organizational resources is maximized with the intention of raising the results of each unit in the use of resources	0.844

Source: Data Processing (2020)

Based on the test results of table 5 above, it can be seen that there is only one component of the analysis that form the variable Performance of Employees. It shows the variables in the performance of this employee does not have dimensions, so that the EFA which will be used later is the first order measurement model. In addition, the coefficient of each indicator of the variable employee's performance has met the criteria, namely the loading factor or the standardized loading estimate with a value above 0,4. Furthermore, for testing the hypothesis in this research model using SEM. The results of the research model SEM can be seen in the figure 2.

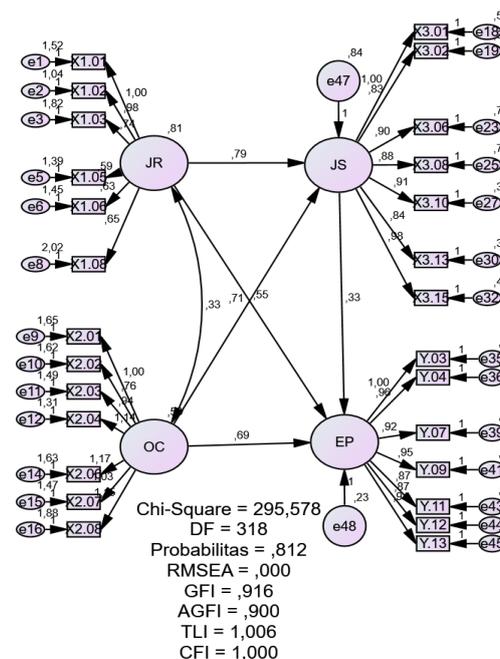


Figure 2. The structure of the Research SEM

Source: Data Processing (2020)

**Table 6. Regression Weights Structural Equation Modeling**

			Estimate	S.E.	C.R.	P	Results
Job Satisfaction	←	Job Rotation	0.794	0.147	5.393	***	Accepted
Job Satisfaction	←	Organizational Communication	0.706	0.164	4.302	***	Accepted
Employee Performance	←	Job Rotation	0.547	0.118	4.619	***	Accepted
Employee Performance	←	Organizational Communication	0.687	0.132	5.207	***	Accepted
Employee Performance	←	Job Satisfaction	0.325	0.067	4.833	***	Accepted

Source: Data Processing (2020)

## 4.2. Discussion

### 4.2.2. Job Rotation has a positive effect on Job Satisfaction

Hasibuan (2016) stated that job satisfaction can be influenced by the placement of work, remuneration, work environment, behavior of superiors and the affordability of the work. More Saravani and Abbasi (2013) mention if the satisfaction of employees is considered high enough, the employee will be positive to the company such as the appearance of loyalty to the company as well as showing discipline and obedience to the company. Ortega (2001) emphasizes the interconnectedness between job rotation and job satisfaction, noting that job rotation can enhance employees' sense of satisfaction. The findings of this study reinforce that perspective, as the analysis produced a CR value of 5.393 ( $> 1.96$ ) with a probability value of 0.000 ( $< 0.05$ ), thereby supporting the acceptance of H1. This result confirms that job rotation exerts a direct and positive influence on job satisfaction. The conclusion aligns with the research of Van Wyk et al. (2018), who also found a significant positive relationship between job rotation and job satisfaction, as well as the study by Saravani and Abbasi (2013), which similarly reported that job rotation improves employee satisfaction. Within the context of corporate banking, the implementation of effective job rotation practices fosters greater job satisfaction, as employees experience renewed engagement and fulfillment in their roles.

### 4.2.3. Organizational communication has a positive effect on Job Satisfaction

Pace and Faules (2013) states that satisfaction is also associated with the needs of a person will the information about the job, information about the organization, as well as harmonious communication both vertically and horizontally. The nexus between organizational communication and job satisfaction is further corroborated by Schuler and Blank (1976), who asserted that the precision of communication pertaining to tasks, interpersonal relations, and the timeliness of information updates bears a positive association with both employee satisfaction and work outcomes. Giri and Kumar (2010) likewise contended that communication shapes job satisfaction and employee performance through supervisory functions, wherein supervisors provide direction, counsel, and technical assistance. The present analysis yielded a CR value of 4.302 ( $> 1.96$ ) with a probability of 0.000 ( $< 0.05$ ), thereby substantiating the acceptance of H2. This evidences a direct and positive influence of organizational communication on job satisfaction. These findings converge with those of De Nobile (2017), whose investigation affirmed a significant and beneficial relationship between communication within the organization and job satisfaction, as well as Giri and Kumar (2010), who similarly demonstrated that effective communication engenders higher satisfaction among employees. Within the milieu of corporate banking, well-structured and fluid organizational communication fosters an environment wherein employees derive greater satisfaction from their work.

#### **4.2.4. Job Rotation has a positive effect on Employee Performance**

Al-Nashmi & Almoayad (2015) demonstrated that job rotation enhances productivity by positively influencing employee performance. Similarly, Robbins and Judge (2007) argued that job rotation directly impacts performance, as employees with diverse skill sets provide management with greater flexibility in work planning and adaptability to organizational change. The present analysis yielded a CR value of 4.619 ( $> 1.96$ ) with a probability of 0.000 ( $< 0.05$ ), thereby confirming the acceptance of H3. This finding indicates a significant and positive effect of job rotation on employee performance. These results are congruent with the conclusions of Khan et al. (2014), who reported a strong and significant association between job rotation and performance, as well as Dhanraj and Parumasur (2014), who likewise found a favorable effect. Within the context of corporate banking, the systematic and well-implemented practice of job rotation demonstrably contributes to heightened employee performance, as periodic exposure to varied roles cultivates competence, adaptability, and organizational effectiveness.

#### **4.2.5. Organizational communication has a positive effect on Employee Performance**

So et al. (2018) contend that communication influences employee performance through supervisory processes, wherein supervisors provide direction, feedback, and technical assistance to subordinates. Likewise, O'Hair et al. (1995) emphasized that a strong grasp of organizational communication enables individuals to understand and accomplish assigned tasks with greater efficiency and effectiveness. The results of the present analysis reveal a CR value of 5.207 ( $> 1.96$ ) with a probability value of 0.000 ( $< 0.05$ ), thereby supporting the acceptance of H4. This finding confirms that organizational communication exerts a direct and positive influence on employee performance. The results of this study are similar with the research of Otieno et al. (2015), the results showed the conclusion that there are positive influence and significant job rotation on employee performance. A second study conducted by So et al. (2018) with the results of the research show that organizational communication has a positive effect on the performance of the employees. In Corporate Banking, organizational communication applied can provide an influence on employee performance, with organizational communication the lancer and better then the better employee performance in the company.

#### **4.2.6. Job satisfaction has a positive effect on Employee Performance**

Rivai & Mulyadi (2015) assert that low employee performance renders a company unproductive. Similarly, Hasibuan (2016) emphasizes that individuals are more likely to work with enthusiasm when they derive satisfaction from their jobs, as job satisfaction is pivotal to advancing organizational objectives. Dessler (2015) further explains that job satisfaction contributes to achieving higher levels of productivity and quality standards, fostering workforce stability, and ensuring the more efficient utilization of human resources. In the same vein, Ostroff (1992) found that organizations with more satisfied employees tend to demonstrate greater effectiveness compared to those with less satisfied workforces. The present analysis supports this view, revealing a CR value of 4.833 ( $> 1.96$ ) with a probability value of 0.000 ( $< 0.05$ ), thereby confirming H5. This indicates that job satisfaction exerts a direct and positive influence on employee performance. These findings align with Javed et al. (2014), who demonstrated a significant and positive relationship between job satisfaction and employee performance. Likewise, Abuhashesh et al. (2019) concluded that job satisfaction positively affects employee performance. Within the context of Corporate Banking, higher

levels of employee job satisfaction contribute to improved performance, as satisfied employees are more motivated to deliver optimal outcomes for the organization.

## 5. Conclusion

The findings shed light that job rotation, organizational communication, and job satisfaction each have a positive and significant effect on employee performance in a banking company. In addition, job rotation and organizational communication positively influence job satisfaction, which further strengthens employee performance. These findings suggest that employee performance is not only driven by individual skills and efforts but also by organizational practices that provide variety in work, effective communication, and a supportive work environment.

Companies are encouraged to implement job rotation programs that align with employee competencies, promote the use of clear and polite communication, and ensure fair compensation, recognition, and career development opportunities to enhance job satisfaction. Future research should expand beyond banking branches and incorporate broader industry contexts as well as employ longitudinal or mixed-method approaches to provide a more comprehensive understanding of the relationship between job rotation, organizational communication, job satisfaction, and employee performance.

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