

The Effect of Job Rotation and Organisational Culture on Performance through Work Motivation as an Intervening Variable at the Office of the Ministry of Religion of East Lombok District



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ABSTRACT: This study aims to analyse the effect of job rotation and organisational culture on employee performance at the Office of the Ministry of Religious Affairs of East Lombok Regency, with the role of work motivation as a connecting variable. Employee performance is a crucial factor for organisational success in managing religious affairs. Although the data shows good performance achievements in 2023, there are issues related to the implementation of job rotation which is considered to reduce the performance of senior employees and the need to improve organisational culture related to employee self-awareness. The background of this study is the mixed results of previous research on the effect rotation on work environment and organisational culture on performance, as well as how work motivation plays a mediating role. This study uses an associative quantitative approach in testing the causal relationship between variables. The research population is all employees of the Ministry of Religious Affairs of East Lombok Regency totalling 42 people. This study is expected to provide a comprehensive understanding of the effect of rotation on the influence organisational culture and work environment on employee performance, with work motivation as a mediating variable at the KEMENAG of East Lombok Regency.

KEYWORDS: Job Rotation, Organisational Culture, Performance, Work Motivation

I. INTRODUCTION

The success of an institution or organisation in achieving its goals cannot be separated from the role and performance of its employees. One of the indicators of achieving such success is human resources. Without quality human resources, it is difficult for an organisation to achieve its goals, so it is very important for an organisation to have efficient employees because efficient employees are a very valuable asset for the organisation/work unit to progress (Notoatmodjo & Soekidjo, 2009). The quality of superior human resources will be in line with the quality of their performance which will encourage the process of achieving the goals and vision of the organisation that has been set (Kurniasari & Bahjahtullah, 2022). performance is a description of the level of achievement of the implementation of an activity program or policy in realising the goals, objectives, vision and mission of the organisation as outlined through the strategic planning of an organisation (Moeheiriono, 2012). According to Mangkunegara (2017) the term performance from the word job performance or actual performance (work performance or actual achievement achieved by a person). Meanwhile, according to Noor (2013) performance is something that is seen, where individuals are relevant to organisational goals. Good performance is one of the organisation's goals in achieving high work productivity. Achieving good performance is inseparable from the quality of good human resources as well.

In optimising employee performance, there are several factors that can be used to increase employee effectiveness and job satisfaction, such as job rotation. According to (Fuad Mas'ud, 2015) job rotation is the process of moving someone from one job to another. A technique used to reduce the monotony of employees' daily tasks. Each company has its own policy in implementing rotation time, some are regular (weekly, monthly, yearly) and unscheduled. The advantage of self-rotation is that it develops an employee's ability to perform a variety of different jobs. According to Robbins and Judge (2008) job rotation is a periodic change of employees from one job to another.

Another factor that can affect employee performance is organisational culture. Mangkunegara (2015: 113) explains that organisational culture is a set of assumptions or belief systems, values, and norms developed in an organisation and used as behaviour by its members to overcome problems of external adaptation and internal integration. According to Badu and Novianty

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(2017) Organisational Culture is a principle that is held firmly by members in the organisation as a differentiator from other organisations.

The next factor that affects employee performance as well as mediating other variables is work motivation. According to Hasibuan (2016), motivation is to provide a driving force that raises a person's work enthusiasm, makes them want to work together, work effectively, and combine all efforts to achieve the desired satisfaction. Motivation is also an internal and external force that encourages a person to achieve the desired goal. (Rozzaid, Herlambang, & Devi, 2015). A person can carry out a job as well as possible and vice versa because he has an inner drive to carry out an activity to achieve a certain goal.

As a public organisation, the Office of the Ministry of Religious Affairs of East Lombok Regency shows good performance results in accordance with the targets set in general and can meet the targets in accordance with the plans that have been set, especially in 2023. Overall performance achievement during 2023 through the execution of strategic targets and performance indicators carried out by the Office of the Ministry of Religious Affairs of East Lombok Regency is very good with an achievement of 97.50%. This achievement is indicated by the existence of several performance indicators that were achieved 100%, this excellent achievement was obtained through good processes and mechanisms, starting from the planning process, performance measurement to in-depth and thorough evaluation of all results achieved. therefore, it is interesting to analyse how this excellent performance quality emerges by involving factors driving employee or employee performance in organisations such as Job Rotation, Organisational Culture, and Work Motivation, as previously explained.

II. LITERATURE REVIEW

The Effect of Job Rotation on Performance

According to Robbins and Judge (2008), job rotation is a periodic change of employees from one job to another. According to (Fuad Mas'ud, 2015), job rotation is the process of moving someone from one job to another. A technique used to reduce the monotony of employees' daily tasks. According to Mathis & Jackson (2016) to motivate and reduce employee boredom at work, there needs to be an effort to spur an increase in employee performance which can be done through job rotation. Research conducted by Santoso (2012) shows that job rotation has a positive and significant effect on employee performance. The same thing is shown in Cahyati's research (2018). Shows that job rotation has a positive and significant effect on achieving high employee performance.

The Effect of Organisational Culture on Performance

According to Amanda, Budiwibowo and Amah (2017) Organisational Culture in an organisation or company is usually associated with values, norms, attitudes and work ethics that are held together by every component of the organisation. These elements are to monitor employee behaviour, the way they think, work together and interact with their environment. Rivai (2020) states that work organisation culture has a role or influence on improving the performance of an employee. Research conducted by Soewito and Sugiyanto (2018) shows that culture has a positive and significant effect on achieving high employee performance. The same thing was shown by Mansur (2015) showing that organisational culture has a positive and significant effect on employee performance.

The Effect of Job Rotation on Work Motivation

According to Hapsari and Laura (2002) proper job rotation helps employees achieve their goals as well as the company. Robbins (2006) explains that the power of job rotation is to reduce boredom and increase motivation through diversifying employee activities. Research conducted by Hormati (2016) The results showed that job rotation had a significant effect on work motivation. This research is in line with the results of another empirical study conducted by Ahmad, Fitriani and Dirwan (2022) showing that job rotation carried out in an organisation plays a positive and significant role in increasing employee work motivation.

The Effect of Organisational Culture on Work Motivation

Mangkunegara (2015: 113) explains that organisational culture is a set of assumptions or belief systems, values, and norms developed in an organisation and used as behaviour by its members to overcome external adaptation and internal integration problems. According to Lasarudin, *et al.*, (2021) Work motivation is influenced by organisational culture, which means that the better the organisational culture can increase work motivation. The results of previous research by Al-Ayyubbu (2019) state that organisational culture has a positive and significant effect on work motivation. Then supported by other previous research by Inggira (2021) which states that organisational culture has a positive and significant effect on employee motivation.

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The Effect of Work Motivation on Performance

According to Sutrisno (2017) motivation is a stimulus of desire and driving force for someone's willingness to work because each motive has a certain goal to be achieved. Work motivation is a factor that encourages members of the organisation to be more active at work, the stronger the work motivation, the higher the employee performance (Rivai 2006). Research conducted by Riyadi and Mulyapradana (2017) shows that work motivation has a positive and significant effect on performance. in line with Sembiring (2020) states that there is a positive and significant effect of motivation on performance.

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Nursanti *et al.*, (2014) in their research showed that motivation is able to mediate job rotation on employee performance. Then supported by other previous research by Sari (2021) there is that job rotation, work supervision and motivation affect performance, and motivation can mediate the relationship between job rotation to performance and work supervision to performance.

The Effect of Organisational Culture on Performance Through Work Motivation as an Intervening Variable.

The results of previous research by Al-Ayyubi (2019) state that organisational culture affects employee performance through motivation. Then it is supported by other previous research by Lasarudin, Sumarsono and Natsir (2021) that work motivation has the status of an intervening variable that can mediate organisational culture variables on employee performance.

III. RESEARCH METHODOLOGY

This research uses an assositive quantitative method. According to Sugiyono (2018) the associative approach is a method of solving research problems that focuses on finding the relationship between two or more research variables. The location of this research was carried out at the East Lombok Regency Ministry of Religion Office which is located on Jl. Prof. M. Yamin No.24, Pancor, Selong, East Lombok Regency, NTB. With a population of 42 employees, the sampling technique chosen for this study is a saturated sample which requires all employees to be sampled in this study. Data analysis using Path Analysis with the help of SPSS version 30 software will be used in testing the relationship between Job Rotation (X1), Organisational Culture (X2), Work Motivation (Z), and Employee Performance (Y)". The results of the analysis will provide an overview of the reliability of the instrument, the significance of the relationship between variables, and the suitability of the model with existing data, so as to answer the proposed research hypothesis.

Respondent Characteristics

Table 1. Characteristics of Respondents

Characteristics	Category	Total	Percentage
Gender	Male	24	57%
	Female	18	23%
Education Level	Senior High School	4	10%
	Bachelor's degree	30	71%
	Master	7	17%
	Doctoral	1	2%
Age	21-30 Years	1	3%
	31-40 Years	9	21%
	41-50 Years	19	45%
	51-60 Years	13	31%

Source: Primary Data Processed 2024

The data that has been presented in Table 1. Can be seen if the respondents are male with a total of 24 people whose percentage is 57% and female respondents with a total of 18 people whose percentage is 43%. So it can be concluded that male respondents dominate this research. Respondents in this study have the latest education level Strata 1 (71%), followed by masters (17%), high school (10%), and doctoral (2%). In conclusion, this study was dominated by respondents with a Bachelor's degree. The majority of respondents for this study were employees of the Office of the Ministry of Religious Affairs, East Lombok district.

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The majority of respondents for this study were employees of the Office of the Ministry of Religious Affairs, East Lombok, who ranged in age from 41-50 years (45% or 19 people).

IV. RESULT AND DISCUSSION

RESULTS

Validity Test

The validity test is used to test whether the instruments used in the questionnaire are able to correctly reveal the data from the variables under study. According to Sugiyono (2016) if the calculated r value is greater than the critical r value ($r_{count} > 0.30$) with a significance level of 5%, the instrument is said to be valid and vice versa it is said to be invalid. It can be seen that all statement items contained in all Work Rotation questionnaires, Organisational Culture, Employee Performance, and work motivation in this study have a calculated correlation coefficient (r_{count}) which is greater than the standard correlation value (r_{table}) of 0.304. This shows that the instrument used is valid.

Reliability Test

The reliability test is used in making decisions if the Cronbach Alpha value > 0.6 then the variable statement is reliable and if the Cronbach Alpha value < 0.6 then the variable statement is not reliable. The results of the reliability test in this study can be seen from the Cronbach Alpha value obtained through the reliability test with the SPSS version 30.0 programme.

Table 2. Reliability Test Results

No.	Variables	Alpha Value	Cronbach'Alpha Standard	Description
1	Employee Performance (Y)	0.674	0.60	Reliable
2	Job Rotation (X1)	0.903	0.60	Reliable
3	Organisational Culture (X2)	0.799	0.60	Reliable
4	Work Motivation (Z)	0.857	0.60	Reliable

Source: primary data processed 2024

Based on table 4.12, the *Cronbach's Alpha* (α) value for each variable is obtained, namely the variable, performance, job rotation, organisational culture, work motivation has a *Cronbach's Alpha* value above 0.60. Thus all statements contained in the questionnaire in this study are declared reliable.

Classical Assumption Test

Normality Test

The normality test is intended to determine whether the data under study is normally distributed or not. Good data should have a normal distribution. The normality test in this study was carried out with *Kolmogorov-Smirnov tests* by setting the degree of confidence (α) at 5%. The requirements of the normality test are if the *Asymp.Sig* value. (*2-tailed*) > 0.05 then the data is normal, while if the *Asymp.Sig* value. (*2-tailed*) < 0.05 then the data is not normally distributed. Based on the results of the normality test on the data used in this study through the SPSS 30 programme, the following results were obtained:

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardised
		Residuals
N		42
Normal	Mean	.0000000
Parameters a,b	Std. Deviation	.62278354
Most Extreme Differences	Absolute	.084
	Positive	.084
	Negative	-.080
Test Statistic		.084
Asymp.Sig (2-tailed) ^{-c}		.200

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Based on table 3 above, it is known that the value of *Asymp.Sig. (2-tailed)* of the research variables, namely Job Rotation, Organisational Culture, Work Motivation and Performance is 0.200. Because the value of *Asymp.Sig. (2-tailed)* = 0.200 > 0.05, it can be concluded that the fourth of the research variable data is normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Coefficientsa

Unstandardizd Coefficients				Standardised Coefficients	t	Sig.	Collinearity Statistics	
Model		Std. Error					Tolerance	VIF
(Constant)		38.554	2.001		19.266	<.001		
	Job Rotation	.234	.030	.556	7.706	<.001	.772	1.295
	Culture Organisation	.174	.029	.446	6.033	<.001	.735	1.361
	Work Motivation	.041	.022	.139	1.878	.068	.735	1.361

Dependent Variable: Performance

Based on table 4.14 above, the Multicollinearity Test results show that the *Tolerance* value of the Independent variable, Job Rotation 0.772 > 0.10 and VIF value 1.295 < 10, Organisational Culture 0.735 > 0.10 and VIF value 1.361 < 10, Work Motivation 0.735 > 0.10 and VIF value 1.361 < 10, it can be concluded that based on the results of the multicollinearity test there is no correlation between the independent variables or in other words there is no multicollinearity problem in this study.

Heteroscedasticity Test

Based on the results of the heteroscedasticity test, the Scatterplot image:

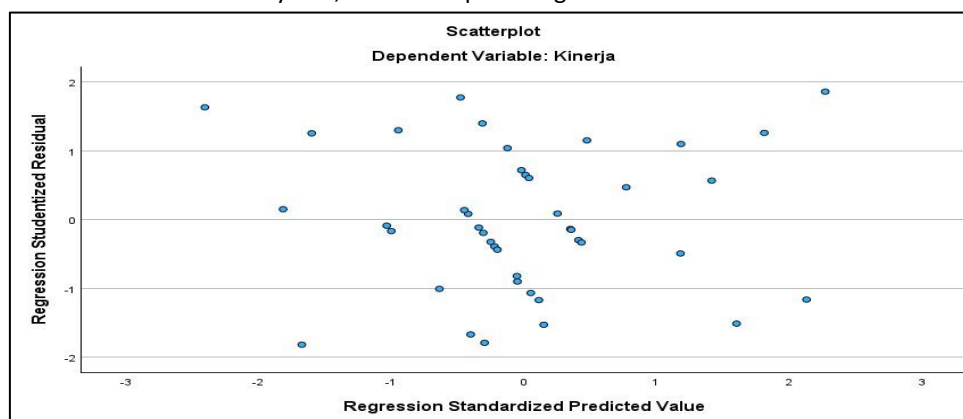


Figure 1 Heteroscedasticity Test Results

Based on Figure 1 above, it can be seen that the data displayed does not form certain patterns and the points spread randomly, it can be concluded that there is no Heteroscedasticity, so that a good and ideal regression model can be fulfilled.

Path Analysis

Table 5. Path Coefficient and Significance Value 1

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	13,017	14,374		0,906	0,371
	Job Rotation	0,375	0,212	0,266	1,772	0,084

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	Organisational Culture	0,452	0,197	0,345	2,298	0,027
Dependent Variable: Work Motivation <i>Source: Primary Data Processed 2024</i>						

Table 6. Path Coefficient and Significance Value 2

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	37,462	1,726		21,711	0,001
	Job Rotation	0,245	0,026	0,576	9,370	0,001
	Organisational Culture	0,162	0,025	0,410	6,513	0,001
	Work Motivation	0,058	0,019	0,191	3,033	0,004
Dependent Variable: Performance <i>Source: Primary Data Processed 2024</i>						

Test Coefficient of Determination R^2

Structure Model 1

Table 7. R value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,943 ^a	0,889	0,880	0,55780

Source: Primary Data Processed 2024

Predictors: (Constant), Work Motivation, Job Rotation, Organisational Culture Where the affected error is determined by the following formula

$$e = \sqrt{1 - R^2}$$

$$e2 = \sqrt{1 - 0,889}$$

$$= 0,333$$

error (e2) of 0.948. The results of the total coefficient of determination are as follows:

$$R^2m = 1 - (e1)^2 (e2)^2$$

$$= 1 - (0,857)^2 (0,333)^2$$

$$= 1 - (0,734) (0,111)$$

$$= 1 - (0,0815)$$

$$R^2m = 0,9185$$

The total coefficient of determination of 0.918 shows that the work rotation variable, organisational culture and motivation variables contribute 91.8% of the performance variable. Other variables that are not included in this model provide 8.15% of the total.

Hypothesis Test (t Test)

Table 8. Equation t-test

		Unstandardised Coefficients		Standardised Coefficients	T	Sig
Model		B	Std. Error	Beta		
	(Constant)	13,017	14,374		0,906	0,371
	Job Rotation	0,375	0,212	0,266	1,772	0,084

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Organisational Culture					
	0,452	0,197	0,345	2,298	0,027

Source: Primary Data Processed 2024

Based on the table above, it is known that the effect of the work rotation variable partially on the work motivation variable with the regression coefficient value of the work rotation variable is 0.266, the tcount value is 1.772, and the significance value is 0.084 with a confidence level of 95% or = 5%. Based on the processing results, it can be seen that the tcount value > ttable, and the significance value is 0.084 < 0.05 or 5%, so it can be stated if there is a positive and significant effect of job rotation on work motivation. So H_0 is rejected and H_a is accepted, meaning that there is a positive and significant effect of job rotation on work motivation at the Office of the Ministry of Religion of East Lombok Regency. Then getting the T table value is 1.68488 can be seen in the Dependent and Variable: Work Motivation.

Table 9. Equation 2 t test

Model	Jnstandardised Coefficients		Standardised Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	37,462	1,726		21,711	0,001
Job Rotation	0,245	0,026	0,576	9,37	0,001
Culture Organisation	0,162	0,025	0,41	6,513	0,001
Work Motivation	0,058	0,019	0,191	3,033	0,004

- Dependent Variable: Performance

Source: Primary Data Processed 2024

Based on the table above, it is known that the influence of the Work Rotation variable and Organisational Culture and Work motivation partially on the Performance variable with the regression coefficient value of the work rotation variable of 0.576, the tcount value of 9.370, and the significance value is 0.001,. With a value of $t_{\text{count}} < t_{\text{table}}$ and a significance value of $0.001 < 0.05$ or 5% and the coefficient value of the work motivation variable of 0.191, the tcount value of 3,033 and the significance value is 0.004.

Calculation of Influence:

- 1 Job rotation (X1) has a positive and significant effect on work motivation (Z). This means that if there is an increase in job rotation, so that employee work motivation will increase.
- 2 Organisational culture (X2) has a positive and significant effect on work motivation (Z). This means that the better the organisational culture, the higher the work motivation of employees.
- 3 Work motivation (Z) has a positive and significant effect on performance (Y). This means that employees who have high work motivation will show better performance.
- 4 Job rotation (X1) has a positive and significant effect directly on performance Means, effective job rotation can improve employee performance directly.
- 5 Organisational culture (X2) has a positive and significant effect directly on performance Means, a good organisational culture can also improve employee performance directly.
- 6 Job rotation (X1) affects performance (Y) with work motivation (Z). This means that job rotation can improve employee performance directly or indirectly by increasing work motivation.

To calculate the value of indirect effect and total effect (TE), the following formula is used:

Table 10. Indirect Effect of Job Rotation on Performance Through Work Motivation

Relationship between Variables	Multiplication of Path Coefficients	Results
X1 -> Z -> Y	0,266 x 0,191	0,050

Source: Primary Data Processed 2024

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Total Effect (TE)

The magnitude of the total effect of job rotation (X1) on performance (Y) "with Work motivation (Y) is obtained from summing up the direct and indirect effects between path coefficients. The magnitude of the total effect of the variable, its value can be seen in the following calculation:

$$\begin{aligned}\text{Total Effect} &= P1 (P3 \times P5) \\ &= 0.576 + (0.266 \times 0.191) \\ &= 0,626\end{aligned}$$

DISCUSSION

The Effect of Job Rotation on Performance

The results of this study succeeded in proving that the first hypothesis (H1), namely job rotation, has a positive and significant effect on the performance of the East Lombok Regency Ministry of Religion Office. This means that if job rotation is good, employee performance will be higher. Conversely, if job rotation is not good, employee performance will be lower. This can be seen from the regression coefficient value of 0.576 with a significance value of $0.001 < 0.05$, it can be said that there is a positive and significant effect of the work rotation variable (X1) on employee performance (Y). Thus, because H_a is accepted, namely job rotation has a positive and significant effect on the performance of employees of the East Lombok Regency Office of the Ministry of Religion. The results of this study are in line with the research of Adilla and Budiono (2022) which says that this indicates that if the impact is positive, the higher the job rotation given to employees, the more it can also improve their performance. This is because it avoids employees from boredom at work and develops the potential of employees at work. The same thing was also conveyed by Santoso (2012) who stated that job rotation has a positive and significant effect on employee performance and Cahyati's research (2018) shows that job rotation has a positive and significant effect on achieving high employee performance.

Effect of Organisational Culture on Performance

The results of this study successfully proved that the second hypothesis (H2), namely organisational culture, has a positive and significant effect on the performance of employees of the East Lombok Regency Office of the Ministry of Religion. This means that if the organisational culture is good, then employee performance will be higher. Conversely, if the organisational culture is not good, then employee performance will be lower. This can be seen from the regression coefficient value of 0.410 with a significance value of $0.001 < 0.05$, it can be said that there is a positive and significant effect of the organisational culture variable (X2) on employee performance (Y). Thus, because H_a is accepted, namely organisational culture has a positive and significant effect on employee performance at the Office of the Ministry of Religion of East Lombok Regency.

The results of this study are in line with the opinion according to Amanda, Budiwibowo and Amah (2017) Organisational Culture in an organisation or company is usually associated with the values, norms, attitudes and work ethics held together by each component of the organisation. These elements are to oversee employee behaviour, the way they think, work together and interact with their environment. If the organisational culture is good, it will be able to improve employee performance and will be able to contribute success to the company.

The Effect of Job Rotation on Work Motivation

The results of this study successfully proved that the third hypothesis (H3), namely job rotation, has a positive and significant effect on the work motivation of the East Lombok Regency Ministry of Religion Office. This means that if job rotation is good, then work motivation will be higher. Conversely, if job rotation is not good, then work motivation will be lower. This can be seen from the regression coefficient value of 0.266 with a significance value of $0.084 < 0.05$, it can be said that there is a positive and significant effect of the work rotation variable (X1) on work motivation (Z). Thus, because H_a is accepted, namely job rotation has a positive and significant effect on work motivation at the Office of the Ministry of Religion of East Lombok Regency.

The results of this study are in line with the opinion according to Hapsari and Laura (2022) Proper job rotation helps employees achieve their goals as well as the company. Job rotation is important for organisations because it increases employee motivation to work and allows highly skilled workers to plan more work for management, adapt to changes and fill vacancies, providing indirect benefits.

The Effect of Organisational Culture on Work Motivation

The results of this study successfully proved that the fourth hypothesis (H4), namely organisational culture has a positive and significant effect on work motivation at the Office of the Ministry of Religion of East Lombok Regency. This means that if the organisational culture is good, then work motivation will be higher. Conversely, if the organisational culture is not good, then work motivation will be lower. This can be seen from the regression coefficient value of 0.345 with a significance value of $0.027 < 0.05$,

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it can be said that there is a positive and significant effect of the organisational culture variable (X2) on work motivation (Z). Thus, because H_a is accepted, namely Organisational culture has a positive and significant effect on work motivation at the Office of the Ministry of Religion of East Lombok Regency.

The results of this study are in line with the opinion according to Lasarudin, Sumarsono and Natsir (2021) that work motivation is influenced by organisational culture, which means that the better the organisational culture can increase work motivation. Employee work motivation is a very important factor and determines the success of the company. Employee work motivation can be realised if the company can fulfil employee desires in the form of career insight, career resilience, career part identity, rejecting item career resilience and rejecting team creator identity.

The Effect of Work Motivation on Performance

The results of this study succeeded in proving that the fifth hypothesis (H_5), namely work motivation has a positive and significant effect on the performance of employees of the Office of the Ministry of Religion of East Lombok Regency. This means that if work motivation increases, employee performance will be higher. Conversely, if work motivation does not increase, employee performance will be lower. This can be seen from the regression coefficient value of 0.191 with a significance value of $0.004 < 0.05$, it can be said that there is a positive and significant effect of the variable Work motivation (Z) on employee performance (Y). Thus, because H_a is accepted, namely work motivation has a positive and significant effect on employee performance at the Office of the Ministry of Religion of East Lombok Regency.

The results of this study are also reinforced by previous research conducted by Harmendi *et al.*, (2021) which resulted in work motivation having a positive and significant effect on the performance of Muhammadiyah junior and senior high school teachers in Palembang city, and Ningsih's research (2017) showed that there was a significant positive and significant influence between work motivation on teacher performance at MA AL-Hikmah Wayhalim Kedaton Bandar Lampung.

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Based on the calculation of the test results regarding the direct impact of job rotation on employee performance of 0.266. The indirect impact of job rotation on employee performance through work motivation is 0.050 and the total effect is 0.626. From the calculations carried out with the sobel test, the t count is 1.472 with a t table of 1.6488 so it is concluded that $t \text{ count} < t \text{ table}$, and it can be interpreted that work motivation cannot mediate job rotation on employee performance, so H_6 is rejected.

This situation explains that at the Office of the Ministry of Religious Affairs of East Lombok Regency, work motivation has no effect on the relationship between job rotation and employee performance. Therefore, it can be concluded that although a good level of job rotation can affect employee performance, the relationship is not influenced by work motivation as a mediation between job rotation and employee performance.

The Effect of Organisational Culture on Performance Through Work Motivation as an Intervening Variable

Based on the results of hypothesis testing on the role of work motivation in mediating the effect of organisational culture on performance using the sobel test or sobel test, the t count is 1.774 with a t table of 1.6488 so it is concluded that $t \text{ count} > t \text{ table}$, and it can be interpreted that work motivation can mediate organisational culture on employee performance, successfully proving H_7 , namely the role of work motivation positively and significantly mediates organisational culture on performance in employees of the East Lombok Regency Ministry of Religion Office, with this the existence of work motivation as an intervening variable (mediation) magnifying the influence between organisational culture on performance. If the leadership applies organisational culture well and provides high motivation, then employee performance will be higher. Based on the results obtained, the hypothesis of the effect of organisational culture (X2) on performance (Y) through work motivation (Z) as an intervening variable can be accepted.

V. CONCLUSIONS AND SUGGESTIONS

This study proves that Job Rotation and Organisational Culture have a positive and significant effect on Employee Performance of the Office of the Ministry of Religion of East Lombok Regency. This means that improving employee performance is influenced by good job rotation and organisational culture. Another interesting finding is that job rotation and organisational culture also have a positive effect on employee work motivation. Work Motivation itself is proven to improve employee performance. However, there are differences in the role of Work Motivation as a mediator. With this research, it can be used by the management of the East Lombok Regency Ministry of Religion Office as a basis for decision making to improve the quality of employee performance of the East Lombok Regency Ministry of Religion Office. Then for further research, in terms of research variables Kab. employee performance can be used other more varied variables in measuring the effect on employee performance.

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And can use variables that are more relevant to current conditions in influencing employee performance variables. As well as related to the number of samples in the study, it can be further optimised so that further research results are more accurate.

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