

Job Rotation, Work Environment, and Civil-Service Educator Performance: The Mediating Role of Work Motivation

Putu Ita Widyantari Utami¹

I Nyoman Wijana Asmara Putra²

^{1,2}Faculty of Economics and Business, Universitas Udayana, Indonesia

*Correspondences: Ita.widyantari@gmail.com

ABSTRACT

Persistent shortfalls in employee motivation at Udayana University are evident in behaviors reflecting a perceived lack of appreciation and a diminished commitment to assigned duties within an uncondusive work environment. Addressing these concerns, this study investigates whether job mutations (i.e., rotations or transfers) and workplace conditions – individually and jointly – influence the performance of civil-service educational staff, and whether work motivation mediates these relationships. By integrating the constructs of mutation, work environment, motivation, and performance, the research offers faculty leaders actionable insights for fostering enthusiasm and enhancing work quality among civil servants. The analysis draws on questionnaire data from 214 civil-service educational personnel and employs Partial Least Squares Structural Equation Modeling (PLS-SEM, version 4) to test the proposed hypotheses. Results reveal that both mutations and the work environment exert significant positive effects on employees' motivation and performance. Moreover, motivation directly enhances performance and functions as a significant mediator linking mutations and work environment to performance outcomes. These findings underscore the importance of strategically managed job rotations and supportive workplace conditions, together with targeted motivational interventions, in strengthening the performance of civil-service educational staff at Udayana University.

Keywords: Mutation; Work Environment; Work Motivation; Performance

***Rotasi Pekerjaan, Lingkungan Kerja, dan Kinerja Tenaga Kependidikan PNS:
Peran Mediasi Motivasi Kerja***

ABSTRAK

Kekurangan motivasi pegawai yang terus-menerus di Universitas Udayana terbukti dalam perilaku yang mencerminkan kurangnya penghargaan dan komitmen yang menurun terhadap tugas yang diberikan dalam lingkungan kerja yang tidak kondusif. Untuk mengatasi masalah ini, penelitian ini menyelidiki apakah mutasi pekerjaan (misalnya, rotasi atau mutasi) dan kondisi tempat kerja – secara individu dan bersama-sama – mempengaruhi kinerja staf pendidikan pegawai negeri, dan apakah motivasi kerja memediasi hubungan ini. Dengan mengintegrasikan konstruk mutasi, lingkungan kerja, motivasi, dan kinerja, penelitian ini menawarkan wawasan yang dapat ditindaklanjuti kepada para pemimpin fakultas untuk menumbuhkan antusiasme dan meningkatkan kualitas kerja di antara pegawai negeri. Analisis ini mengacu pada data kuesioner dari 214 personel pendidikan pegawai negeri dan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM, versi 4) untuk menguji hipotesis yang diajukan. Hasil penelitian mengungkapkan bahwa baik mutasi maupun lingkungan kerja memberikan efek positif yang signifikan terhadap motivasi dan kinerja pegawai. Selain itu, motivasi secara langsung meningkatkan kinerja dan berfungsi sebagai mediator signifikan yang menghubungkan mutasi dan lingkungan kerja dengan hasil kinerja. Temuan ini menggarisbawahi pentingnya rotasi pekerjaan yang dikelola secara strategis dan kondisi tempat kerja yang mendukung, bersama dengan intervensi motivasi yang ditargetkan, dalam memperkuat kinerja staf pendidikan pegawai negeri sipil di Universitas Udayana.

Kata Kunci: Mutasi; Lingkungan Kerja; Motivasi Kerja; Hasil

Artikel dapat diakses : <https://ojs.unud.ac.id/index.php/Akuntansi/index>



e-ISSN 2302-8556

Vol. 35 No. 6

Denpasar, 30 Juni 2025

Hal. 1726-1738

DOI:

10.24843/EJA.2025.v35.i06.p15

PENGUTIPAN:

Utami, P. I. W., & Putra, I. N.

W. A. (2025). Job Rotation,

Work Environment, and

Civil-Service Educator

Performance: The Mediating

Role of Work Motivation.

E-Jurnal Akuntansi,

35(6), 1726-1738

RIWAYAT ARTIKEL:

Artikel Masuk:

8 November 2024

Artikel Diterima:

17 Februari 2025

INTRODUCTION

Sustained work motivation is a critical precursor to employee performance, particularly in public-sector universities where service quality directly shapes stakeholder satisfaction. At Udayana University, a 2022 public-satisfaction survey assigned an overall index of 85.12 (category B, “good”). The highest sub-score (3.78) pertained to the availability of facilities and infrastructure, yet several elements fell short of expectations. In particular, service speed received the lowest rating (3.25), while service procedures averaged only 3.35—both signalling operational delays and procedural complexity that undermine user experience.

Qualitative evidence points to bureaucratic bottlenecks—slow correspondence disposition, lengthy administrative processing, and limited frontline training—as principal sources of delay. Moreover, the absence of formal recognition or reward mechanisms for high-performing staff dampens morale. Without systematic human-resource development and competitive remuneration, efforts to reverse negative public perceptions and low discipline are unlikely to succeed. Strategic investments in employee welfare therefore represent an important lever for elevating service standards.

Prior case studies consistently demonstrate that underappreciated and disengaged employees exhibit declining enthusiasm, leading to poorer performance and, ultimately, diminished educational quality. To address this risk, faculty leadership must scrutinise four interrelated factors—job rotation (“mutation”), work environment, motivation, and performance—and implement targeted interventions that enhance staff engagement and output.

The study adopts McClelland’s Learned-Needs Theory, which posits three fundamental drivers: achievement (N-Ach), power (N-Pow), and affiliation (N-Aff). Individuals with a strong need for achievement pursue challenging goals and excel in environments that offer clear feedback and personal responsibility. Complementing this perspective, Vroom’s Expectancy Theory emphasises that employees exert effort when they expect it will translate into high performance and, in turn, yield valued rewards. Both frameworks highlight the importance of aligning incentives, opportunities, and workplace conditions with employee aspirations.

Job rotation intersects directly with the need for achievement by broadening employees’ skill sets, mitigating monotony, and fostering healthy competition, thereby creating the conditions for superior performance. Empirical evidence is mixed: a previous research conceptualise rotation as a vehicle for knowledge expansion and renewed enthusiasm (Rarung et al., 2015); Hastopo & Wikaningtyas (2023) report positive performance effects in a public-service setting; yet Aini & Tulus (2015) find no significant impact, suggesting context-specific contingencies. Against this backdrop, the present study posits the following hypothesis:

H₁: Job mutation exerts a significant influence on the performance of civil-service educational staff at Udayana University.

Grounded in McClelland’s Learned-Needs Theory, a supportive work environment satisfies employees’ affiliation needs by fostering collegial relationships and a sense of acceptance; such conditions, in turn, should enhance individual performance. The work environment comprises both physical factors (lighting, temperature, workspace layout) and non-physical factors (interactions

with supervisors, peers, and subordinates) that collectively shape employees' capacity to execute their tasks (Malale et al., 2020). When organisations provide adequate facilities and conducive social climates, employees typically respond with higher productivity (Lailly et al., 2023). Empirical evidence from Assa (2023) confirms that environmental comfort boosts performance, whereas inappropriate conditions impede efficiency. Yet the literature is not unanimous: Akhiriani & Risal (2023) detect no significant performance effect, implying context-specific contingencies. Accordingly, the following hypothesis is advanced:

H₂: The quality of the work environment positively influences the performance of civil-service educational staff at Udayana University.

From the perspective of the same theory, job rotation ("mutation") addresses employees' achievement needs by broadening skill sets and presenting new challenges. Well-designed rotations can revitalise motivation, whereas poorly timed or excessively frequent moves may be viewed as punitive. A previous research note that motivation rises when rotations signal recognition of accomplishment (Firman et al., 2022); conversely, Hastopo & Wikaningtyas (2023) report a negative motivational effect where rotations dislocate staff from their home base. The mixed evidence suggests the need for context-specific testing:

H₃: Job rotation (mutation) significantly affects the work motivation of civil-service educational staff at Udayana University.

Finally, a supportive work environment may itself elevate motivation by meeting affiliation needs. Employees who feel comfortable and accepted are more inclined to devote discretionary effort, whereas adverse settings erode enthusiasm. Prakoso et al., (2014) document a positive environment-motivation link, while Sabilalo et al., (2020) find no effect, underscoring the need for further investigation within public universities:

H₄: The quality of the work environment positively influences the work motivation of civil-service educational staff at Udayana University.

Grounded in Vroom's Expectancy Theory, employees are motivated to exert effort when they perceive a clear, positive link between effort, performance, and valued outcomes. Thus, work motivation becomes a pivotal driver of performance. Ilmiah & Rachmawati (2024) demonstrate that both financial and non-financial incentives—channeled through attentive leadership—substantially heighten employee motivation. Consistent with this view, Johar (2021) argues that high intrinsic motivation, reinforced by a supportive work environment, enables employees to attain optimal performance. Recent evidence from Farida et al., (2023) at Sebelas Maret University corroborates these findings, showing that motivation exerts a positive and significant influence on staff performance in an academic setting.

H₅: Work motivation positively influences the performance of civil-service educational personnel at Udayana University.

From the perspective of McClelland's Learned-Needs Theory, job rotation ("mutation") satisfies employees' achievement needs by offering new challenges and opportunities to demonstrate competence. Well-designed transfers—aligned with employees' skills and interests—should elevate motivation and, consequently, performance. However, recent studies present mixed results: Nugroho et al., (2024) and Widiyawanto & Muljaningsih (2023) find no mediating

role of motivation between mutation and performance, suggesting that the relationship is context-specific and potentially non-linear.

H₆: Work motivation mediates the relationship between job rotation (mutation) and the performance of civil-service educational personnel at Udayana University.

A positive work environment, satisfying affiliation needs, can likewise enhance both motivation and performance. Adequate facilities, collegial relationships, and psychological safety foster higher enthusiasm and productivity. Asmiadi et al., (2022) show that in the Subulussalam City DPRD Secretariat, the work environment improves performance partly through its effect on motivation, underscoring the environment's indirect influence.

H₇: Work motivation mediates the relationship between the work environment and the performance of civil-service educational personnel at Udayana University.

Based on the description above, the research framework is as follows:

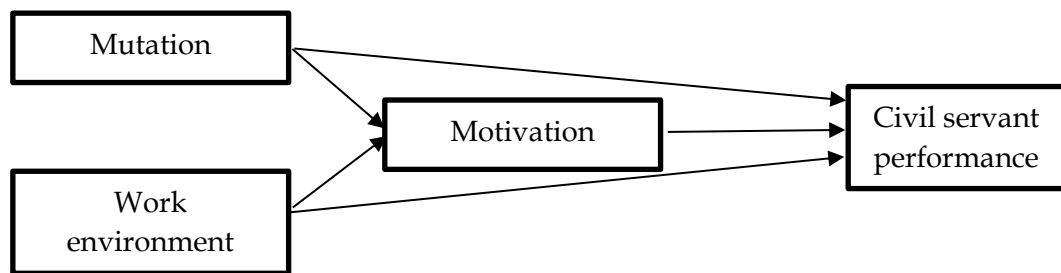


Figure 1. Research Model

Source: Research Data, 2024

RESEARCH METHODS

This study employs an explanatory-quantitative design to test causal relationships among four constructs—Mutation, Work Environment, Motivation, and Civil-Service Performance (Sugiyono, 2019). Mutation and Work Environment serve as exogenous variables, Performance as the endogenous variable, and Motivation as the mediating variable. Mutation is defined as any horizontal or vertical change in an employee's role, rank, or duty station (Hasibuan, 2016). It is measured using Samsudin's (2019, p. 225) five-item scale—experience, knowledge, needs, skills, and responsibilities.

The work environment encompasses both physical and social conditions that shape how tasks are performed (Akhiriani & Risal, 2023). Three indicators: atmosphere, collegial relationships, and availability of facilities—are adopted from Syahyuti (2010). Performance is conceptualised as the quality and quantity of outputs produced in line with assigned responsibilities; it is captured through Mangkunegara's (2016) four-item scale: work quality, quantity, responsibility, and cooperation. Work motivation, a critical determinant of performance, is operationalised via Syahyuti's (2010) indicators—goal-directed drive, work enthusiasm, initiative and creativity, and sense of responsibility (see Farida et al., 2023).

Data were collected between August and December 2024. Using Slovin's formula with a 5 percent margin of error, 214 of 456 civil-service education staff at Udayana University were selected as respondents. Primary data were gathered through a five-point Likert online questionnaire; secondary data were sourced from relevant literature. Analyses were conducted in SmartPLS 4.0. Descriptive statistics summarised respondent characteristics, followed by assessment of the measurement model (indicator reliability, convergent and discriminant validity) and the structural model (R^2 and path coefficients). Hypotheses were evaluated at a 5 percent significance level, with paths deemed significant when the t-statistics exceeded 1.96 and the p-value was below 0.05.

RESULTS AND DISCUSSION

The respondent profile in this study will describe the criteria of 214 respondents based on gender, age, length of service, and last education. The following detailed identity data is presented in Table 1 .

Table 1. Respondent Characteristics

No	Variables	Classification	Number of people)	Percentage (%)
1	Age (year)	21-30	1	0.5
		31-40	25	11.7
		41-50	94	43.9
		51-60	94	43.9
	Total		214	100.0
2	Gender	Man	86	40.2
		Woman	128	59.8
	Total		214	100.0
3	Length of work	<5 years	8	3.7
		>5 years	206	96.3
	Total		214	100.0
4	Education	SENIOR HIGH SCHOOL	38	17.8
		Diploma	7	3.3
		S1	120	56.0
		S2	46	21.5
		Other	3	1.4
	Total		214	100.0

Source: Research data, 2024

Table 5.1 profiles the 214 respondents. The sample is predominantly female, with most participants aged 41–60, educated to bachelor's level, and employed for more than five years. These demographics point to a mature, experienced, and largely loyal workforce.

Construct validity was examined by correlating each questionnaire item with its total scale score. All items surpassed the recommended threshold ($r > 0.30$, $p < 0.05$), confirming adequate convergent validity. Reliability analysis yielded Cronbach's α coefficients above 0.70 for every scale—Mutation, Work Environment, Motivation, and Performance—indicating strong internal consistency and affirming the instruments' appropriateness for subsequent empirical testing.

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Mutation (X1)	214	2.70	5.00	3.818	0.415
Work Environment (X2)	214	2.67	5.00	4.088	0.431
Performance (Y)	214	3.00	5.00	4.104	0.417
Work Motivation (M)	214	2.17	5.00	4.044	0.485

Source: Research data , 2024

Table 2 presents the descriptive statistics for each construct. On a five-point Likert scale, Mutation (X₁) registers a mean of 3.80, situating it in the “agree” band; respondents therefore perceive a relatively high likelihood of job rotation among civil-service education personnel at Udayana University. The Work-Environment construct (X₂) records a higher mean of 4.08—also within the “agree” range—indicating general satisfaction with both physical and social workplace conditions. Mean scores for Performance (Y) and Motivation (M) are similarly elevated, at 4.10 and 4.04, respectively, suggesting that staff view their own performance and motivational levels as high.

Measurement-model diagnostics confirm the adequacy of the instruments. All indicator loadings exceed 0.70, satisfying convergent-validity criteria. Average Variance Extracted (AVE) values are above 0.50 for every construct, and the square roots of the AVEs surpass inter-construct correlations, thereby establishing discriminant validity. Composite Reliability and Cronbach’s α coefficients are uniformly above 0.70, indicating strong internal consistency across the Mutation, Work-Environment, Motivation, and Performance scales.

Structural-model evaluation focuses on the two endogenous constructs—Motivation (M) and Performance (Y). Coefficients of determination (R²) for these variables are summarised in Table 3, providing a basis for assessing the explanatory power of the proposed paths.

Table 3. R - square value Dependent Variable

	R Square	R Square Adjusted
M1. (Motivation)	0.525	0.521
Y1. (PNS Performance)	0.647	0.642

Source: Research data, 2024

Table 3 presents the structural-model results. Work Motivation (M) records an R² of 0.525, meaning that Mutation and Work Environment jointly explain 52.5 percent of the variance in motivation, while the remaining 47.5 percent is attributable to unmodelled factors. When Performance (Y) serves as the criterion variable, the model yields an R² of 0.647, indicating that Mutation, Work Environment, and Work Motivation together account for 64.7 percent of the variance in performance; the residual 35.3 percent reflects influences outside the present framework. Path coefficients, standard errors, and significance levels are reported in Tables 3 and 4 for a more granular view of these relationships.

Table 4 reports that all structural paths are positive and statistically significant. Job rotation (“mutation”) raises both work motivation ($\beta = 0.343$, $t = 4.853$, $p < 0.001$) and performance ($\beta = 0.271$, $t = 4.390$, $p < 0.001$). Likewise, the work environment exerts a substantial positive influence on work motivation ($\beta = 0.497$, $t = 7.482$, $p < 0.001$) and on performance ($\beta = 0.313$, $t = 4.258$, $p < 0.001$). Finally, work motivation itself significantly enhances performance ($\beta = 0.363$, $t =$

4.395, $p < 0.001$). These results confirm that both mutation and the work environment are pivotal antecedents of employee motivation and performance.

Table 4. Results of Direct Influence Test

	Original sample	Sample mean	T statistics	P values
X1 (Mutation) -> M (Work Motivation)	0.343	0.339	4.853	0.000
X1 (Mutation) -> Y (PNS Performance)	0.271	0.266	4.390	0.000
X2 (Work Environment) -> M (Work Motivation)	0.497	0.502	7.482	0.000
X2 (Work Environment) -> Y (PNS Performance)	0.313	0.317	4.258	0.000
M (Work Motivation) -> Y (PNS Performance)	0.363	0.364	4.395	0.000

Source: Research data, 2024

Mediation tests further underscore the centrality of motivation. Mutation improves performance indirectly through motivation (indirect $\beta = 0.125$, $t = 2.987$, $p = 0.003$), as does the work environment (indirect $\beta = 0.180$, $t = 3.932$, $p < 0.001$). Thus, motivation functions as a significant conduit through which organisational practices translate into higher performance among civil-service education personnel.

The structural-model results indicate that job rotation (“mutation”) exerts a positive and statistically significant influence on employee performance. When rotations are implemented to expand staff capabilities, they demonstrably enhance the output of civil-service educational personnel.

This finding aligns with McClelland’s Learned-Needs Theory – specifically the need for achievement – whereby employees seek challenging assignments that allow them to demonstrate competence and advance their careers. Well-designed transfers satisfy this need, thus raising performance levels.

Rotations also offer staff opportunities to acquire new skills, broaden professional experience, and escape career stagnation. By repositioning personnel into roles that match their interests and potential, the university can revitalise engagement and productivity. The present evidence corroborates Sunarno and Ridwan’s (2023) study of PT Pharos Indonesia, which likewise reported a significant, positive link between job rotation and work performance.

Structural-model estimates show that the work environment exerts a positive and statistically significant direct effect on employee performance. In other words, better physical conditions and more supportive social relationships translate into higher output among civil-service educational personnel.

This finding is consistent with McClelland’s Learned-Needs Theory – specifically the affiliation need – where employees seek harmonious relationships and a sense of acceptance within their workplace. When the environment fosters collegiality and psychological comfort, staff are more willing to invest effort, thereby enhancing their performance.

A constructive climate also promotes collaboration: open communication, mutual trust, and peer support encourage idea generation, expedite problem-solving, and enable shared celebrations of success. These dynamics mirror the evidence reported by Ikmal (2017), who likewise found a significant positive link between the work environment and employee performance at PT Kampung Coklat, East Java.

Structural-model results indicate that job rotation (“mutation”) has a positive and statistically significant direct effect on work motivation. When rotations are aligned with staffing needs and based on objective performance appraisals, they stimulate employees to develop their potential and heighten their enthusiasm for work.

This finding accords with McClelland’s Learned-Needs Theory – specifically the need for achievement – where employees seek opportunities to demonstrate competence and attain career milestones. Well-planned transfers satisfy this need by offering fresh challenges, exposure to new functional areas, and avenues for skill acquisition, thereby elevating motivational levels.

Rotations can also broaden employees’ organisational insight, enhance their professional value, and mitigate career stagnation. These dynamics mirror evidence from Darma Manalu (2021), who observed that transparent, merit-based transfers boosted motivation among civil servants in West Nias Regency. Conversely, poorly executed rotations – implemented without clear criteria or disregard for regulatory guidelines – risk eroding morale.

In sum, carefully designed job rotations function as a strategic lever for heightening the motivation of civil-service educational personnel at Udayana University, reinforcing the institution’s broader objectives of staff development and service excellence.

Model estimates reveal a positive, statistically significant link between the work environment and employee motivation. In practical terms, more supportive physical conditions and collegial social climates translate into higher motivational levels among civil-service educational personnel. A conducive environment also offers avenues for skill development and career progression, signalling institutional support for professional growth and thereby strengthening employees’ commitment to learning and advancement.

This finding aligns with McClelland’s Learned-Needs Theory – specifically the affiliation need – where individuals seek harmonious relationships and a sense of acceptance within the workplace. When those needs are met through constructive peer interactions, open communication, and adequate facilities, staff motivation rises markedly.

The present evidence corroborates Ikmal’s (2017) study at PT Kampung Coklat, which likewise reported that improvements in workplace conditions directly enhance employee motivation. Taken together, these results underscore the strategic value of cultivating a positive work environment to sustain and elevate motivation among Udayana University’s civil-service educational workforce.

Structural-model results confirm that work motivation exerts a positive, statistically significant influence on employee performance: higher motivational levels translate into superior output, thereby advancing Udayana University’s institutional objectives. When staff internalise clear, personally meaningful goals – especially those aligned with broader organisational targets – they channel greater effort toward achieving them, leading to measurable performance gains.

These findings accord with Vroom’s Expectancy Theory, which holds that individuals invest effort when they perceive a strong, positive link between effort, performance, and valued rewards. The present evidence also mirrors recent work

by Hastopo and Utami (2023), who documented a similar motivation–performance nexus in Indonesian public institutions. In sum, cultivating robust work motivation remains essential for sustaining and enhancing the performance of Udayana University’s civil-service educational personnel.

Table 5. Results of Indirect Effect Test (*Specific Indirect Effect*)

	Original sample (O)	Sampl e Mean	T statistic s	P value s
X1 (Mutation) -> M (Motivation) Work) -> Y (PNS Performance)	0.125	0.124	2.987	0.003
X2 (Work Environment) -> M (Work Motivation) -> Y (PNS Performance)	0.180	0.182	3.932	0.000

Source: Research data, 2024

Table 5 reports the mediation tests. Work motivation partially mediates the relationship between job rotation (“mutation”) and the performance of civil-service educational staff: all relevant path estimates–labelled A (mutation → motivation), C (motivation → performance), and D (indirect effect)–are positive and statistically significant. Thus, enhancing the quality of rotation policies while simultaneously fostering motivation produces the largest gains in employee performance.

A comparable pattern emerges for the work environment. Motivation again serves as a significant partial mediator linking the work environment to performance; paths A (environment → motivation), C (motivation → performance), and D (indirect effect) are positive and significant. Accordingly, initiatives that upgrade workplace conditions and cultivate employee enthusiasm jointly yield substantial performance improvements among Udayana University’s civil-service educational personnel.

Table 6. Recapitulation of Mediating Variable Test Results

Variable Mediation			Effect				Conclusion
			(A)	(B)	(C)	(D)	
Mutation (X1) →			0.125	0.271	0.343	0.363	Partially mediated
Motivation (M) → Civil Servant Performance (Y)			(Sig. 0.005)	(Sig. 0.000)	(Sig. 0.000)	(Sig. 0.000)	
Work environment (X2)			0.180	0.313	0.497	0.363	Partially mediated
→ Motivation (M) → Civil Servant Performance (Y)			(Sig. 0.000)	(Sig. 0.000)	(Sig. 0.000)	(Sig. 0.000)	

Source: Research data, 2024

Mediation analysis confirms that work motivation transmits part of the positive effect of job rotation (“mutation”) on the performance of civil-service educational staff at Udayana University. Specifically, the indirect path from rotation to performance via motivation is positive and statistically significant, indicating that well-designed transfers raise motivation, which in turn elevates employee output.

This finding aligns with McClelland’s Learned-Needs Theory – particularly the need for achievement—where employees seek challenging assignments that allow them to demonstrate competence and advance their

careers. When rotations meet this need, they simultaneously boost motivation and performance.

The result diverges from Setyo Nugroho et al. (2023) and Widiyawanto & Muljaningsih (2023), who reported non-significant mediation effects in other public-sector contexts. The inconsistency suggests that the motivational impact of rotations may depend on how transparently and strategically they are implemented, as well as on organisational culture and support systems.

Mediation analysis indicates that work motivation partially transmits the positive influence of the work environment on the performance of civil-service educational staff at Udayana University. In practical terms, upgrades to physical conditions and social climate elevate motivation, which in turn boosts employee output.

These findings align with McClelland's Learned-Needs Theory – specifically the affiliation need – where employees seek harmonious relationships and a sense of acceptance in the workplace. A supportive environment fulfils this need, strengthening motivation and, consequently, performance.

The present evidence corroborates Asmiadi and Bahri (2022), who likewise reported that a comfortable, conducive environment enhances performance through its motivational effect. Together, the results highlight the importance of cultivating a workplace that simultaneously nurtures collegiality and professional growth.

More broadly, the study reinforces the dual importance of job rotation and the work environment for sustaining motivation and performance. Mutations satisfy employees' achievement needs by broadening their career horizons, while an affiliative climate meets their social needs – both channels converging on higher motivation and, ultimately, superior performance.

CONCLUSION

This study demonstrates that both structural and contextual factors shape the performance of civil-service educational staff at Udayana University. First, well-designed job rotations ("mutations") exert a direct positive impact on performance by broadening employees' skills, experience, and organisational insight. Second, a supportive work environment enhances performance by fostering commitment and innovation. Both factors also strengthen work motivation, which in turn elevates performance, confirming its role as a partial mediator in the mutation-performance and environment-performance relationships. Taken together, these findings underscore the importance of synchronising career-development policies with workplace improvements to sustain a motivated, high-performing academic workforce.

The study does not distinguish between vertical and horizontal rotations or account for rotation frequency across tenure cohorts, limiting granularity in interpreting the mutation construct. Moreover, the sample is confined to civil-service personnel at a single public university, which may restrict external validity.

Subsequent studies should (i) disaggregate rotation types and frequencies to capture nuanced career-mobility effects, (ii) extend the geographic and institutional scope to include private universities and other educational settings, and (iii) incorporate non-civil-service staff to test whether the observed

relationships hold across different employment categories. Such extensions would enhance generalisability and deepen understanding of how organisational practices translate into motivation and performance in diverse.

REFERENCE

- Aini, N., & Tulus. (2015). Analysis of the Influence of Job Rotation and Mutation on Employee Performance at Kjk's Bmt Anda Salatiga. *Muqtasid Journal* , 6 (1), 105-123.
- Afandi, P. (2018). Human Resource Management (Theory, Concept and Indicators). Zenafa.
- Akhiriani, AD, & Risal, T. (2023). The Influence of Work Environment and Leadership Style on Employee Performance at the Industry and Trade Service of North Sumatra Province. *Journal of Economics, Business and Management (Ebismen)* , 2 (1), 27-36.
- Asmiadi, Bahri, S., & Pasaribu, SE (2022). The Mediating Role of Motivation in the Influence of Leadership and Work Environment on Employee Performance at the Subulussalam City DPRK Secretariat Office. *Journal of Economics & Sharia Economics* , 5 (2), 1364-1380.
- Assa, AF (2023). The Role of Work Environment and Job Satisfaction in Improving Employee Performance at Intraco Penta Tbk. *Scientific Journal of Mea (Management, Economics, and Accounting)* , 7 (1), 381-398.
- Farida, N., Zainul, H. ., & Khuzaini. (2023). The Influence of Motivation, Work Discipline and Leadership on Employee Performance at the Faculty of Mathematics and Natural Sciences, Lambung Mangkurat University. *Journal of Management, Muhammad Arsyad Al-Banjari Islamic University* , 1 (4), 1-5.
- Firman, A., Latief, F., & Dirwan. (2022). The Impact of Mutation and Job Rotation Training on Employee Work Motivation. *Journal of Management of Muhammadiyah Palopo College of Economics* , 8 (2), 265-278.
- Hartati, Semiarty, R., & Verinita. (2019). Analysis of the Impact of Remuneration and Work Environment on the Performance of Specialist Doctors with Work Motivation as a Mediating Variable. *Jim Upb* , 8 (2), 2020. <http://ejournal.upbatam.ac.id/index.php/jim>
- Hasibuan, MSP (2016). *Human Resource Management* . PT Bumi Aksara.
- Hastopo, N., & Wikaningtyas, SU (2023). The Effect of Remuneration, Transfer, and Incentives on the Performance of Yogyakarta Primary Service Office Employees with Motivation as a Mediating Variable. *Indonesian Journal of Accounting Management Research* , 1 (3), 567-593.
- Ikmal, P, M. (2017). *The Influence of Work Environment on Employee Performance Mediated by Motivation at PT. Kampung Coklat Blitar East Java* . 32.
- Scientific, E., & Rachmawati, IK (2024). The Influence of Motivation and Supervision on Employee Performance at CV. Nikkindo Multicons Malang. *Value : Journal of Management and Accounting* , 19 (1), 61-73.
- Johar, H. (2021). The Influence of Work Environment on Employee Job Satisfaction at the Regional Secretariat Office of South Kalimantan Province Research. *Journal of Social and Political Sciences of Public Administration* , 1-6.
- Lailly, N., Sundjoto, & Rahayu, S. (2023). The Influence of Training, Organizational Culture, and Work Environment on Employee Work Productivity at the

- Bangkalan Pratama Tax Service Office. *Dewantara Management Journal* , 7 (2), 103–119.
- Malale, MR, Adolfina, & Dotulong, LOH (2020). The Influence of Organizational Culture and Work Environment on Employee Performance at PT. Bank Mega Tbk Manado Branch. *Jurnal Emba : Journal of Economics, Management, Business and Accounting Research* , 8 (4), 845–854.
- Mangkunegara, AP (2016). *Human Resource Management of Institutions* . Bandung: Rosdakarya Youth.
- Mukholidul, F. (2023). The Influence of Job Transfer and Job Promotion on Work Motivation of Employees of Bpr Nusamba Rambipuji Jember. *Undergraduate Thesis, Kiai Haji Achmad Siddiq State Islamic University of Jember.* , 1–134.
- Nitiseminto, AS (2014). *Personnel Management*. Ghalia Indonesia.
- Nugroho, S., Wardoyo, P., Saddewisasi, W., & Savitri, FM (2024). The Role of Normative Commitment and Extrinsic Motivation in the Relationship Between Mutation and Employee Performance at the Semarang Candisari Pratama Tax Service Office. *Governance: Scientific Journal of Local Political Studies and Development* , 10 (3), 193–203.
- Parashakti, R.D., Fahlevi, M., Ekhsan, M., & Hadinata, A. (2020). The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in the Health Sector. 135(Aicmb 2019), 259–267. <https://doi.org/10.2991/aebmr.k.200410.040>
- Prakoso, RD, Astuti, ES, & Ruhana, I. (2014). The Influence of Work Environment on Work Motivation and Employee Performance (Study on Employees of PT. Axa Financial Indonesia Malang Branch). *Journal of Business Administration (Jab)* , 14 (2), 1–10.
- Rarung, N., Mananeke, L., & Lengkong, VPK (2015). The Influence of Employee Transfers and Implementation of Work Performance Assessments on Employee Work Performance (Study on Civil Servants at the Regional Office of the Directorate General of State Assets in North Sulawesi, Central Sulawesi, Gorontalo, and North Maluku). *Emba Journal* , 3 (4), 143–154.
- Sabilalo, MA, Kalsum, U., Nur, M., & Makkulau, AR (2020). Employees of the Organization Bureau of the Regional Secretariat of Southeast Sulawesi Province The Influence of the Work Environment and Work Ability on Work Motivation and Employee Performance in the Organization Bureau of the Regional Secretariat of SEIKO : *Journal of Management & Business* , 3 (2), 151–169.
- Salim, F., & Ernanda, Y. (2023). Effect Of Work Discipline, Work Environment And Work Motivation On Employee Performance At PT. Autostar Mandiri Technotama. *Journal of Management Science (JMAS)* , 6(1), 05–09. www.exsys.iocspublisher.org/index.php/JMAS
- Samsudin, S. (2019). *Human Resource Management* . CV. Pustaka Setia.
- Sedarmayanti. (2015). *Human Resources & Work Productivity* (Third printing). Mandar Maju.
- Setyo Nugroho, Paulus Wardoyo, Wyati Saddewisasi, FMS (2024). The Role of Normative Commitment and Extrinsic Motivation in the Relationship Between Mutation and Employee Performance at the Semarang Candisari

- Pratama Tax Service Office. *Scientific Journal of Local Political Studies and Development* , 10 .
- Silitonga, ES (2020). Improving HR Performance Through Motivation, Leadership, Commitment and Work Environment. Penebar Media Pustaka.
- Suarni, NN, & Sudiyani, NN (2020). The Influence of Leadership Style and Work Motivation on Employee Performance at the Ubud District Office. *Equilibrium Journal of Management and Business*, 6 (1), 101-108. https://doi.org/10.47329/jurnal_mbe.v6i1.414
- Sugiyono. (2019). *Qualitative Quantitative Research Methods and R&D* . ALFABETA CV.
- Sunarno, MR (2023). The Influence of Job Transfer and Work Motivation on Employee Performance at PT. Pharos Indonesia (Empirical Study at PT. Pharos Indonesia Jakarta Branch Office 2). *Performance*, 5 (02), 340-352. <https://doi.org/10.34005/kinerja.v5i02.2724>
- Syahyuti. (2010). *Definition, Variables, Indicators and Measurement in Social Sciences* .
- Widiyawanto, I., & Muljaningsih, S. (2023). The Effect of Job Transfer and Rewards on Employee Performance with Motivation as an Intervening Variable at PT. Jasa Raharja Surabaya. *Widya Management* , 5 (1), 21-31.