

Phenomenological Study: Employee Perceptions Related to Work Rotation at Bank BTN KC Bekasi

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ABSTRACT

The purpose of this study is to find out how employees of Bank Tabungan Negara (BTN) KC Bekasi view work rotation and how their views and experiences are influenced by their competencies. This study conducted in-depth interviews with employees to find out the dynamics of work rotation and its impact on organizational performance as well as career growth. A qualitative approach is used to collect data. The results of the study show that most employees support work rotation. Customers' production and service increased as a result of their improved skills in performing banking actions. Some participants said that although they initially felt uncomfortable with the change in work environment, eventually they were able to adapt and feel more comfortable in a new place. In addition, this study emphasizes how important it is to create a work rotation policy that suits the needs of Employees to improve the overall performance of the company. The results of this study are expected to make a significant contribution to the advancement of human resource management theory and practice, especially in terms of work rotation in the Indonesian banking industry, where much research on this subject has not been carried out. Thus, this research not only builds on previous research, but also provides practical knowledge on how management can create policies that better suit employee needs.

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1. INTRODUCTION

Banks play an important role in the economy because they act as intermediaries in the collection and distribution of funds, as well as offering a wide range of financial services to the public. Bank Tabungan Negara (BTN), which is famous for its focus on housing financing, is one of the banks that has a strategic

role in Indonesia. The purpose of this phenomenological research is to find out how Bank BTN KC Bekasi employees explore Work Rotation and how their experience and views on the policy are influenced by their competencies. Using a qualitative approach, this research is expected to provide in-depth insights into the dynamics of work rotation and its implications

for employee career development, as well as its contribution to organizational performance.

In the context of phenomenological research, employees' perceptions of work rotation at Bank BTN KC Bekasi are subjective experiences that affect the way they view and respond to changes in the workplace. Work Rotation, which is often considered a way to make employees more flexible, can cause a variety of emotional and cognitive reactions. Interestingly, Work Rotation can not only be used to move tasks, but it can also be considered an investment in human resource development, both of which are rarely discussed in the literature. According to research conducted by Smith and Jones (2021), well-planned work rotations can increase employee sense of belonging and engagement. This is a fact that is often overlooked when it comes to human resource management.

Employee perceptions are influenced by factors related to work rotation, such as manager support and internal communication. If employees feel supported and can communicate well, they tend to view work rotations more positively. Conversely, a lack of support and communication can worsen their perception, which can impact employee performance and retention. In a study conducted by Lee et al. (2022), it was found that effective communication in the context of work rotation can reduce uncertainty and increase employee confidence. However, previous research has rarely addressed this issue.

Phenomenological research can provide a better understanding of the work rotation of Bank BTN KC Bekasi employees by understanding this basic concept. This is important to create policies that better suit the needs of employees and improve the company's overall performance. In addition, this research can complement the existing literature, especially in terms of the banking industry in Indonesia, where there is still little research conducted on the dynamics of work rotation, employee rotation and competence. Therefore, it is hoped that the findings of this study will make a significant contribution to the

advancement of human resource management theory and practice.

A phenomenological study on employee perception of work rotation at Bank BTN KC Bekasi concentrates on how employees' abilities affect their perception of work rotation policies. Employee perception and competency development are still rarely discussed, although they are often considered strategies to increase flexibility. Previous research has shown that employees with higher competencies tend to see work rotation as an advantage, while employees who feel less competent may see it as a threat. This perception is also influenced by organizational culture and managerial support. However, the relationship between competence and the perception of work rotation in banking still needs to be further researched. It is hoped that this research will provide new knowledge and significant benefits to the policy-making process related to human resource management in the banking sector.

In the past five years, research on employee turnover in the banking sector has shown that employee turnover can have a major impact on employee performance and their job satisfaction. As points out [1], several studies show that the implementation of work rotation can improve employee performance and have a positive impact on the performance of PT Bank Central Asia Tbk. In addition, research conducted by [2] at Bank BPD Lampung found that the implementation of the right work rotation strategy can overcome the increase in the proportion of employees who have unsatisfactory performance. This shows how important it is to implement proper work rotation. According to additional research conducted by [3] at Bank BRI Tanjung Tabalong Branch, work rotation has an impact of 57% on employee performance.

On the other hand, research by [4] shows that physical work environments and work rotations increase employee satisfaction. Therefore, the research that will be conducted on employee perception of rotation at Bank BTN KC Bekasi is expected to provide new insights into how important it is to create a supportive

work environment to maximize the benefits of work rotation. This research is different from the previous research, conducted by [5], because this study examines more deeply the relationship between employee competencies and their perception of work rotation policies. Endah's research emphasizes more on things that affect job satisfaction and motivation, and this study tries to find out how individual competencies contribute to the perception of work rotation.

The purpose of this study is to gain a better understanding of how employee competencies affect their perception of work rotation policies at Bank BTN KC Bekasi. Previous research has often focused on the impact of overall work rotation without considering specific employee competency factors. For example, research by [6] found that employee turnover can improve performance, but it does not address how a person's abilities affect their perception of turnover. Therefore, this study aims to investigate how competencies correlate with perceptions of work rotation, as well as how internal communication and managerial support affect those perceptions.

This research aims to gain a more comprehensive understanding of the dynamics of work rotation in the banking industry, especially at Bank BTN KC Bekasi. This research is expected to help management to make policies that are more in line with the needs of employees and improve overall organizational performance. By understanding how employees' abilities affect their perception of work rotation, management has the ability to create a more productive and supportive workplace [7].

The urgency of this study is to understand how to optimize work rotation at Bank BTN KC Bekasi and how employee competencies affect their perception of the policy. This research is important for management to make policies that are more in line with the needs of employees. This will help improve the performance of the organization. In addition, the purpose of this study is to supplement the existing literature, especially

regarding employee competencies and work rotation dynamics [8]. These two topics were still rarely discussed in previous research.

The importance of choosing this topic lies in its relevance to the challenges facing the banking industry. It is important to have a better understanding of how employee competencies and work rotations interact with each other due to the increasing competition and demands to improve performance. This research is expected to make a significant contribution to the development of Human Resource management theory and practice in the banking sector. In addition, it will provide new knowledge that will help in more efficient policy-making [9].

2. RESEARCH METHODOLOGY

The type of research used is qualitative research using a phenomenological approach. The goal is to understand the subjective experience of informants by using in-depth interview methods. To ensure the relevance and depth of the information collected, the informants in this study are employees who are still working at Bank BTN KC Bekasi. The purpose of the purposive sampling technique is to obtain the variation of data needed for the results of this study. The criteria for selecting informants include employment status as an active employee and a minimum of one year of service, where strict selection criteria are applied to ensure that the informants involved are representative of the population being studied. In this way, we work to reduce bias in informants. This study involved five people who were selected to share their experiences and perspectives on the work environment at Bank BTN KC Bekasi. The interviews were conducted face-to-face and recorded with the permission of the informant.

To ensure that the information obtained is accurate and consistent, the process of re-reading and re-listening to the interview transcript is done after the interview. In addition, this process serves as data triangulation, which helps researchers verify findings which also serves to reduce bias in data analysis and improve the validity of research results.

Reflective analysis is carried out by focusing on understanding and interpreting the data that has been collected. This is done to explore the context and details of the informant's experience. The results of this study are expected to provide a further overview of the work experience, problems, and dynamics faced by Bank BTN KC Bekasi employees, and can help develop HR policies in the company. In-depth interviews, which lasted approximately thirty to sixty minutes per session, the researchers asked about their initial perceptions of work rotations, experiences before the rotation, during the rotation, and after the rotation, as well as the support provided by management and colleagues. The researcher sought to obtain in-depth and thorough information from each informant by using ten to fifteen open-ended questions. To reduce bias in data collection, researchers ensure that the questions asked are neutral and do not guide the informant in a specific direction of answers. The informants of this study come from various backgrounds, such as position positions, previous work experience, and education. This information is important to provide a richer context to the data collected, as well as to understand how each person's background may affect their perception of work rotation. To reduce bias in the selection of informants, the researcher uses clear and defined criteria, and ensures that all informants have at least one year of work experience at Bank BTN KC Bekasi. The theme analysis method was used to analyze the data collected from the interviews. To ensure that all information is recorded correctly, a verbatim transcription of the interview is used. After grouping the data based on similarities and differences between the informant's experiences, the researchers then found a key theme in the transcript. Each theme is then analyzed to understand the context and consequences of the shared experience. The researcher uses member checking to ensure the validity and credibility of the data. In addition, to support the research results, triangulation was carried out using data from other sources, such as field records and related literature. In

this way, researchers can reduce the bias that may arise from a single data source. In addition, audit records are kept to ensure accountability and transparency during the research process. Before the interview is conducted, the written consent of all informants is required. To maintain the confidentiality of the informant's data, an identification code is used and the real name of the informant is not mentioned in the research report. In addition, the purpose of the research and the way the data will be used are explained to the informant.

To ensure the quality and depth of the data obtained in this study, the selection of five informants was chosen because it was considered sufficient to provide the perspective variety needed to understand the subjective experience of employees related to work rotation at Bank BTN KC Bekasi. By involving five people, the study can include a wide range of experiences and perspectives, which will improve the analysis and understanding of the dynamics of work rotation. Second, this number allows researchers to conduct in-depth analysis without making it too complicated. With five informants, researchers can focus more on gathering information from each person. As a result, interviews can be conducted thoroughly and in-depth. The main objective of the phenomenological approach used in this study is to obtain rich and contextual data. Third, the selection of five informants also considers practical factors, such as the time and resources available for interviews and data analysis. With this amount, researchers can manage the interview process and data analysis more efficiently while still ensuring that the data they obtain is representative enough to answer the research questions. Fourth, this study can ensure that all informants have a sufficient understanding of the work rotation policy and its impact on their performance by selecting informants with at least one year of work experience. This is important to get the information that is relevant and accurate to make better policy recommendations in the future front. Therefore, the selection of five informants in this study was not only based on

practical considerations but also based on the need to obtain in-depth, varied, and relevant data that will help understand work rotation at Bank BTN KC Bekasi. This research is expected to provide a better picture of the experience work, problems, and situations faced by employees of Bank BTN KC Bekasi.

In addition, this research is expected to assist management in making HR policies that are more in line with employee needs and improve overall organizational performance. By understanding how employees experience and perceive work rotations, management can build a more productive and supportive work environment, which in turn can improve employee satisfaction and performance in the future.

3. RESULTS AND DISCUSSION

Participant Characteristics

Participants in this study have met the inclusion criteria. The total number of participants was five, consisting of one male and four female. All of them are workers who are placed in the same room. They have given consent to participate in the study and undergo a series of interviews.

Theme Analysis

Theme analysis was carried out after the data collected through interviews and field record reviews were carried out to collect data, a theme analysis was carried out. Based on the results of the analysis, themes relevant to the research objectives were then identified. This study found two themes, namely:

- Adapting to a new work environment
- Improving skills in carrying out banking actions.

1) Adaptation of the new work environment: The subtheme of the new work environment adaptation theme includes the participants' feelings before the rotation, how they felt when told about the rotation, how they felt after the rotation, and the environment their workplace.

2) Improvement Ability to perform banking actions: The positive and negative

things felt by the participants are a subtheme of the Theme of Improving Ability to Do banking actions.

Interpretation of Research Results

The results of this study show that workers at Bank BTN KC Bekasi in 2023 have a perception of kerja. ini rotation in accordance with the thinking of Dixon, G., Garrett, K., Susmann, M., & Bushman, B. (2020). "Perception is not merely a passive reception of stimuli; it is an active engagement with the world that allows individuals to construct meaning and understand their own experiences." [10] This quote suggests the idea that perception is an active psychological process, in which individuals gather information from the environment in order to understand themselves. This is evidenced by asking respondents to convey their perceptions of work rotation at Bank BTN KC Bekasi. The researchers identified ten questions that became the result of this study. Questions The identified ones have answered the purpose of this study. The themes that can be grouped from these questions are as follows: The first theme, namely adaptation to the new work environment, is divided into four sub-themes, the feelings of the participants before being rotated, the feelings of the participants when told to rotate, the feelings of the participants after being rotated, and the results of the participants' work. The second theme is to improve skills in carrying out banking actions which are divided into two sub-themes, namely the positive things felt by the participants and the obstacles of the participants related to work rotation.

Adapting to a new work environment

One of the functions of workforce management is rotation. Management must plan employee rotation, either long term and short term. For example, short-term labor shortages occur due to urgent needs, while long-term inputs long used to ensure that workers in banking remain productive. Not all banking employees have a bad experience due

to rotation, but there are also those who have had positive experiences. This rotation increases morale, increases work motivation, and provides employees with more experience. Not all workers in the banking industry have a bad experience with job rotation; However, some of them also experienced significant difficulties. According to research by Dhanabhakya, M., & Monish, P. (2018), job rotation can cause stress and anxiety for employees who have not fully understood the benefits[11]. Employees who experience rotation often feel surprised and mentally unprepared, which can make it difficult for them to adjust to the new work environment. Instead, this study shows that work rotation can lead to better experiences, such as better morale and motivation. According to employees who can adapt to rotation, they gain more experience and new skills, which can improve their performance. Thus, this study strengthens the opinion conveyed by Begum, H., Mehtaj, M., Babu, M. A., & Khatun, M. S. (2023) that job rotation can improve employee motivation and performance[12]. Previous research by Ito supports the results of this study which found that job rotation has a positive and significant impact on employee motivation and performance[13]. The results of the study show that the rotation of banking workers has a negative impact on them. Workers experience feelings of anxiety and surprise more often than others because they lack understanding of the benefits of rotation and are not psychologically prepared to experience it. In addition, rotation can create negative perceptions because workers are unable to adapt to the new environment. However, the feelings that arise will disappear and diminish.

While it has many benefits, a banking rotation system can also be a challenge for employees who are comfortable with their jobs. For example, a study by Ormond, A.B., & Freeman, H.S. (2013) found that employees who were transferred from positions they were master to a new position that they are not familiar with often experienced a decrease in productivity motivation. This is because they

feel insecure and unconfident when working on new tasks, which can have an impact on the overall team's performance. As this researcher shows, rotation intended to improve employees' skills and flexibility can actually turn into a problem if management does not provide adequate support, such as training and mentorship, for employees to adapt to these changes[14]. It consists of four subthemes: participants' feelings before the rotation, their feelings when told about the rotation, and their feelings after the rotation. In addition, the work environment of participants regarding the implementation of work rotation was also discussed. Statements made by the participants: Participants' feelings before the rotation "At first I was still confused because it was different from the previous place, at first I didn't like it but over time it was acceptable and ordinary" (P1).

Perception is an active process that involves individuals in constructing meaning from their experiences in this case, the feelings of confusion and dislike expressed by P1 before work rotation reflect phenomenological theories that explain how individuals construct meaning from their experiences).

"If you are in an old place, sometimes you like to feel bored, but after moving you immediately blend in with the new place" (P2)

(P2 expresses feelings of boredom when being in a place for a long time, showing how work rotations can affect the mental dynamics of employees. Subjective experiences such as boredom can encourage people to make better changes in their work environment, according to phenomenological theory. After moving, P2 feels a quick adaptation and the ability to blend in with a new work environment, which shows an active process of building meaning from new experiences. This is in line with the theory of Smith and Jones (2021) that work rotation can increase employee engagement and motivation).

"I never feel bored somewhere, quite the opposite" (P3)

(The P3 statement shows that a positive work experience can lead to more job

satisfaction and less boredom. This shows how people construct meaning from their experiences at work in phenomenological theory. P3 says that this boredom can stem from high engagement and satisfaction with the task at hand, which is in line with the idea that a supportive work environment can improve employee motivation and performance. In addition, research conducted by Begum et al. (2023) shows that employees who feel engaged are more likely to have a positive perception of their work.

What participants feel when asked to rotate "First I was shocked and immediately told my old colleague in the room, there was a sense of joy and sadness" (P4)

"Initially, when Hearing the announcement, I was shocked.

(P4 showed his shocked reaction when he heard about work rotation. This reaction reflects the difficult emotional experiences that employees often experience in situations of change. According to phenomenological theory, subjective experiences such as shock, joy, and sadness show how a person interacts with their work environment and constructs meaning from those changes. the feeling of pleasure and sadness experienced by P4 shows an emotional connection to colleagues and the previous environment, which can affect the way they adapt to change. According to research conducted by Lee et al. (2022), social support from co-workers can help reduce uncertainty and increase employee confidence in the face of change).

At first I also asked "Why move?" Because you have to start from scratch to get acquainted with colleagues in different rooms." (L5)

(L5 asks questions that show the confusion and uncertainty that employees often experience when dealing with changes, such as work rotation. This question shows how people try to understand the meaning of new experiences. This is seen in the theory of phenomenology. L5 is curious and confused about the reason for the work rotation indicating that this change requires a great deal

of social and emotional adjustment. According to research conducted by Smith and Jones (2021), Clear communication about the reasons and benefits of work rotation can help employees feel more comfortable and engaged in the change process).

Participants' feelings after rotation

"At first I always felt sad and a little anxious also but The name is the work must keep going" (P1)

(P1 expresses feelings of sadness and anxiety when facing work rotations. This feeling reflects the complicated emotional experiences that employees often go through in situations of change. According to phenomenological theory, subjective experiences such as sadness and anxiety show how individuals interact with their work environment and construct meaning from these changes. P1's feelings of sadness and anxiety indicate an emotional connection to their previous work and environment, which can affect how they adapt to these changes. According to research conducted by Begum et al. (2023), workers who feel engaged are more likely to have a positive perception of their work).

"At first I just panicked, but over time I got used to it (P2)

(P2 expresses panic reactions when faced with work rotations, reflecting the complex emotional experiences that employees often experience in conditions of change. According to phenomenological theory, subjective experiences such as panic show how people interact with their work environment and construct meaning from those changes. P2 panic indicates an emotional attachment to their previous work and environment, which can affect how they adapt to change. According to research conducted by Lee et al. (2022), social support from coworkers can help reduce uncertainty and increase employee confidence in the face of change).

"Try to accept and get used to it."(P3) (The P3 statement shows that a positive work experience can make people happier and less anxious. This shows how people construct meaning from their experiences at work in

phenomenological theory. P3 says that this boredom can stem from high engagement and satisfaction with the task at hand, which is in line with the idea that a supportive work environment can improve employee motivation and performance. According to research by Smith and Jones (2021), clear communication about the reasons and benefits of work rotation can help employees feel more comfortable and engaged in the change process.

"It was annoying at first, but now it's normal" (P4) (P4 expresses disturbing feelings when facing work rotations. This feeling reflects the difficult emotional experiences that employees often experience in conditions of change. According to phenomenological theory, subjective experiences such as distraction show how a person interacts with their work environment and construct meaning from those changes. The intrusive feelings experienced by P4 indicate an emotional attachment to their previous environment and work, which can affect how they adapt to the change. According to research conducted by Begum et al. (2023), workers who feel engaged are more likely to have a positive perception of their work.

Participant's work environment "Psychological adaptation, according to Khan, M.A., & Khan, M.A. (2020), is a person's process of self-adaptation to stressful situations ." In this process, they use various coping mechanisms to overcome and Their emotional and psychological difficulties. This mechanism is designed to protect them from the negative effects that can arise from unpleasant circumstances [15]. Psychological adaptations can be constructive or destructive.

Constructive behavior helps people accept challenges to resolve conflicts; Even anxiety can be constructive if it indicates a threat so that people can take action to mitigate its impact. In addition, according to the results of the study, the support and cooperation of the room head, room officers, and the team are supporting factors in the implementation of rotation activities. Staff are in dire need of support leaders at work. Employees are highly motivated to get social support from their

bosses and coworkers. Siagian, J. S., Wahyono, T., & Ahmad, R. (2025) It shows that social support can promote a positive work environment, which ultimately improves employee performance and satisfaction. Social support provided by co-workers and superiors can be in the form of emotional encouragement and practical assistance that boosts the employee's morale in doing his or her job.

Employees who do their jobs with passion, enthusiasm, and high desire are signs of high morale. Motivation is an intrinsic and extrinsic condition of a person that will drive certain behaviors. Dewi's research (2020) shows that these two components make a significant contribution to increasing employee work productivity in accordance with their training fields [17].

Because participants are still in the process of adapting to a new environment, which causes physical and mental stress, the researchers believe that the condition may affect how they answer interviews. A study conducted by Bengu and Rosiyanti (2024) found that work stress often occurs due to work dynamics in the banking sector that demand rapid adaptation, target achievement, and high workload. Due to the unclarity of their roles and lack of social support in the workplace, respondents reported feelings of anxiety, discomfort, and psychological distress. This research emphasizes the importance of implementing stress management strategies such as flexible working hours, psychological support, and creating a pleasant work environment to improve health and prevent burnout[18]. In situations like this, a person's field of perception becomes narrow, and their ability to use their senses to understand their surroundings decreases. The researcher found that direct support from the leadership is very necessary for staff in dealing with work rotations, especially the head of the room. Passion and A new drive to work will arise from the positive support of the head of the room. If there is support from the leadership and the workplace environment, staff will feel welcome in the group. This research shows that leaders

who provide motivation and a work environment help nurses who are rotated feel welcome in her new workplace. In addition, work rotations must be supported by the family. Ini can become Judging from Statement Delivered by the participants:

"At first, as I said before, it felt awkward at the beginning because I imagined moving to a new room with a stranger" (P1) "My work environment was not as scary as imagined" (P2)

"I'm starting to feel comfortable in a new place now" (P3)

Improved skills in performing banking actions. Banking workers will inevitably gain more knowledge when they move from one unit to another of other units. However, coming back to the individual, some people may see it as a challenge and some others may see it as a threat, as they will be confused by the new scope that is different from the previous unit of work. Rotation is of course also a learning.

The results of the study show that most employees

Think of work rotation as a good thing. Work rotation is the Banking Management Policy. According to research conducted by Tumpiadan Rumokoy (2020), [19]. Work rotation at Bank BRI Syariah Semarang Branch Offices has a positive and significant influence on employee performance. The study found that Job rotations help employees learn new skills, reduce boredom, and become more productive at work, so they can provide better service to customers. According to research conducted by Jocom, Lambey, and Pandowo (2021), work rotation and training carried out at once improve the performance of employees of PT Pegadaian (Persero). This study emphasizes that work rotation increases employee motivation, gives brands the opportunity to understand different aspects of work, and encourages them to achieve their best work [20].

The positive and negative things felt by the participants were the subtheme of improving skills in carrying out banking actions. Positive things felt by participants

According to Tunggal Triwardhana et al. at the East Java Regional Development Bank Jember Branch (2021), work rotations improve employee motivation and performance, as it helps them improve knowledge and skills and reduce burnout at work. This encourages employees to be more productive and adapt well in different parts of the organization [21]. This can be seen from the statements of the participants:

"Making friends is definitely an unprecedented experience and supporting each other" (P1) (P2)

"Trained to be calm in the face of things" (P3)

Participant Barriers

Companies must prepare the various requirements and tools necessary to support the overall banking rotation. According to the Bank's Sustainability Report BJB (2020), good organizational design, a good work environment good, and digital innovation supports the banking business to achieve increase productivity, worker satisfaction, and customer satisfaction through technology-based services such as

QR Payment and bjb Digi Chatbot [22].

Most participants experienced difficulty starting the rotation process, because they have to adapt to the new work environment, colleagues, and bosses. One of the problems that hinders participants from doing work rotations is feeling uncomfortable with coworkers, greater job guidance than the previous space, and some actions that need to be done that they have never done before.

This can be seen from the statements of the participants:

"The obstacle is because we are a team, even though the responsibility is on each other, but we need to remind each other." (P1) "It's nice to have a lot of questions, but if you don't ask questions, you'll also get confused, so whatever the answer is, try to accept it" (P2)

Research Implications

In this qualitative study, workers were interviewed about work rotation. The purpose of this study is to provide a better picture of the

conditions related to work rotation, such as the level of workers' understanding of work rotation, the good things about work rotation, the bad things about work rotation, support and the facilities that must be prepared by management.

4. CONCLUSION

The theme of banking workers' perception of work rotation has been discussed. These themes include the feelings of the workers, the positives they feel, the work environment, and the challenges they face. Some participants in this study found that rotation brings benefits, including increased knowledge, experience, and skills, and refreshment at work. Meanwhile, the head of the room and colleagues help run the work rotation. Rotated workers Getting support from the head of the room and fellow workers Banking. Providing motivation is support from a direct supervisor is indispensable.

SUGGESTION

The following are recommendations that can be given to:

Bank Leaders

According to this study, bank leaders must improve the role and function of management in order to carry out the task of controlling and controlling the implementation of work rotation, assessing the rotation program that has been implemented, and continuously implementing a rotation system to improve skills and knowledge.

Banking and Banking Committee

A work environment that encourages employees to continue to excel by regularly

rewarding employees who achieve banking targets shows employees that the bank cares about their performance.

Managing Bank Employees

- 1) Running a work rotation with a sense of responsibility and sincerity towards yourself and your profession is a way to develop yourself and your career.
- 2) Positive coping mechanisms, such as understanding the benefits of work rotation for banking employees to addknowledge, improve insightand skills.
- 3) Always have a high commitment to the organization, profession, work, and customers by working earnestly and providing the best banking services.

Further Research

The results of this study can be used as preliminary data reference material to develop research on work rotation such as:

- 1) This research will be used as a reference or data source for work rotation research with other variables in quantitative and qualitative research.
- 2) Conducting research through work rotation with a qualitative phenomenological approach. To get a broader picture of the variation of the answers, the number of participants was added. To find a pattern or Significant Differences, phenomenological studies compare work rotation experience in healthcare, education, and other industries.

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