



Implementation of Job Rotation as an Effort to Strengthen Sustainable Business Performance

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Abstrak

This study explores the implementation of job rotation as a strategic tool to enhance sustainable business performance. Using a quantitative approach, data was collected from 100 respondents through a structured Likert-scale questionnaire. The study focuses on how job rotation influences key organizational elements such as employee development, work motivation, and adaptability, all of which are crucial for achieving sustainable performance. The data was analyzed using SPSS version 25, including descriptive statistics, validity and reliability testing, and simple linear regression. The findings indicate a positive and significant relationship between job rotation and sustainable business performance, with a regression coefficient of 0.712 and a significance value of 0.000. The coefficient of determination (R^2) of 0.552 suggests that job rotation accounts for 55.2% of the variance in sustainable business performance. This highlights the substantial role job rotation plays in improving long-term organizational sustainability. Additionally, the study provides practical implications for managers, urging them to design job rotation programs that align with organizational objectives and employee development needs. By doing so, companies can foster a more adaptable, motivated, and skilled workforce, which in turn supports the sustainability of their business performance. Furthermore, the study emphasizes the importance of aligning job rotation practices with strategic human resource management efforts to maximize their impact on organizational sustainability. These findings contribute to the broader understanding of human resource management practices and their role in fostering long-term business success.

Kata kunci: Employee Development; Human Resource Management; Job Rotation; Organizational Sustainability; Sustainable Business Performance

1. Introduction

In an increasingly dynamic and competitive business environment, organizations are required to continuously adapt to maintain and strengthen sustainable business performance, which is no longer viewed solely from a short-term financial perspective but also from the ability to develop human resources, ensure operational continuity, and respond effectively to environmental and market changes. In this context, human resource management (HRM) plays a strategic role in enabling long-term organizational survival and growth by managing employee capabilities in ways that prevent work stagnation, declining motivation, and skill obsolescence [1,2]. Rapid technological advancements, evolving job demands, and heightened performance pressures require employees to possess diverse and adaptive competencies, as prolonged placement in the same position may lead to job boredom, reduced productivity, lower creativity, and limited knowledge sharing across departments, all of which can ultimately undermine organizational performance and sustainability [2,3].

Job rotation has emerged as an important human resource management practice to address these challenges, referring to the systematic movement of employees across different jobs or tasks within an organization over a certain period of time in order to enhance skill development, broaden understanding of organizational processes, and increase flexibility in performing various roles [4,5]. From an organizational perspective, job rotation can reduce dependency on specific individuals, improve coordination across units, and foster a more resilient workforce that supports sustainable business operations. Previous studies indicate that job rotation contributes positively to employee development, work motivation, and organizational learning, as employees who experience rotation tend to build broader competencies, higher engagement, and stronger organizational commitment, which are closely linked to improved performance at both individual and organizational levels. [5,6]

Nevertheless, despite its potential benefits, job rotation also presents implementation challenges, as poorly planned rotation programs may lead to role ambiguity, temporary declines in productivity, or employee resistance when they are not aligned with organizational objectives and employee readiness [1,7]. In the context of sustainable business performance, job rotation is increasingly viewed not merely as a training tool but as a strategic mechanism to support long-term organizational sustainability, which encompasses consistent financial performance, efficient operational processes, employee well-being, and the organization's capacity to adapt to change over time. By developing versatile and competent employees, job rotation can strengthen internal capabilities that are essential for sustaining organizational performance in the long run [7,8].

Despite the growing interest in job rotation as an essential human resource management practice, empirical studies exploring its direct contribution to sustainable business performance, particularly in emerging market contexts, remain limited. Most existing research focuses on the immediate benefits of job rotation, such as skill development, job satisfaction, and employee motivation, but less attention has been paid to its long-term impact on organizational sustainability. This study addresses this gap by empirically examining the relationship between job rotation and sustainable business performance, offering new insights into how job rotation can contribute to the long-term success and resilience of organizations.

Furthermore, while job rotation is widely recognized as a tool for improving employee skills and reducing turnover, its role in enhancing organizational adaptability and sustainability over time has not been sufficiently explored. Previous studies primarily discuss job rotation within the context of individual employee outcomes, such as engagement or learning, but they do not fully integrate these outcomes into a broader organizational performance framework. This research bridges that gap by considering not only the individual-level benefits but also the organizational-level impact of job rotation, particularly its contribution to sustained business performance, a critical factor in today's dynamic and competitive business environments.

Despite the growing attention to job rotation in the human resource management literature, empirical evidence on its direct contribution to sustainable business performance remains limited, particularly in emerging market contexts. Many existing studies emphasize the effects of job rotation on job satisfaction or skill development, while fewer examine its broader implications for organizational sustainability. To address this gap, this study aims to empirically analyze the effect of job rotation on sustainable business performance using a quantitative approach. Data were collected through a Likert-scale questionnaire and analyzed using SPSS version 25, with the findings expected to provide practical insights for managers and organizational leaders in designing effective job rotation programs, as well as to contribute to the academic literature on human resource management and sustainable business performance.

2. Literature Review

2.1 Human Resource Management and Sustainable Business Performance

Human Resource Management (HRM) is widely recognized as a critical factor in achieving organizational effectiveness and long-term sustainability, as modern HRM extends beyond administrative functions to emphasize strategic practices that align employee capabilities with organizational goals [1,2,9]. Sustainable business performance refers to an organization's ability to achieve consistent outcomes over time while maintaining economic viability, operational efficiency, and human capital development, positioning employees as strategic assets whose competencies, motivation, and adaptability directly influence organizational sustainability. This concept goes beyond short-term financial indicators to include non-financial dimensions such as employee development, innovation capability, organizational learning, and adaptability to change, whereby organizations that invest in sustainable HRM practices are more likely to build resilient internal systems, reduce operational risks, and sustain competitiveness in dynamic business environments [4,10], making HRM practices that support continuous learning and workforce flexibility essential for strengthening sustainable business performance.

2.2 Job Rotation: Concept and Implementation

Job rotation is a human resource management practice that involves the systematic movement of employees across different jobs, tasks, or departments within an organization over a certain period, with the primary objective of enhancing employee skills, reducing work monotony, and increasing organizational flexibility [11,12]. Through exposure to diverse roles, employees gain a broader understanding of organizational processes, develop multiple

competencies, and strengthen their problem-solving abilities. From a managerial perspective, job rotation functions as an effective mechanism for employee development and succession planning, as it helps organizations identify individual strengths, reduce dependency on specific employees, ensure continuity in critical positions, and facilitate knowledge transfer and collaboration across departments [13,14]. Nevertheless, the successful implementation of job rotation requires careful planning, clear communication, and alignment between organizational objectives and employee capabilities to achieve optimal outcomes.

2.3 Job Rotation and Employee Development

Employee development is one of the most frequently discussed outcomes of job rotation in the human resource management literature, as job rotation provides experiential learning opportunities that cannot be fully achieved through formal training alone. By engaging in different tasks and responsibilities, employees develop not only technical and soft skills but also a broader perspective on organizational operations [15,16]. Numerous studies indicate that job rotation has a positive influence on employee competence, learning motivation, and career development, with participants in rotation programs often exhibiting higher levels of engagement, adaptability, and self-efficacy. These outcomes are particularly critical in today's rapidly changing business environment, where continuous skill updating and adjustment to new job demands are essential, positioning job rotation as a strategic investment in long-term human capital development [17,18].

2.4 Job Rotation and Work Motivation

Work motivation is another important aspect influenced by job rotation, as repetitive work and limited task variety often lead to job boredom, reduced motivation, and lower performance. Job rotation helps address this issue by introducing task variety and new challenges that enhance employee interest and intrinsic motivation [19,20]. The literature indicates that employees who participate in job rotation are more likely to feel valued and supported by the organization, which strengthens organizational commitment and reduces turnover intentions. Higher levels of motivation and commitment subsequently contribute to improved individual performance and overall organizational outcomes, highlighting that job rotation not only supports skill development but also plays a crucial role in sustaining employee motivation, which is essential for sustainable business performance [20,21].

2.5 Job Rotation and Sustainable Business Performance

The relationship between job rotation and sustainable business performance can be understood through the development of a flexible and competent workforce, as organizations that implement job rotation are better equipped to respond to changes in market demand, technology, and organizational structure. A workforce with diverse skills and cross-functional knowledge enhances operational continuity and reduces risks associated with employee turnover or skill shortages. Empirical studies indicate that job rotation contributes to improved organizational performance by increasing productivity, innovation, and knowledge sharing, and although its effects may not always be immediately reflected in short-term financial outcomes, its long-term benefits are evident in enhanced organizational resilience and sustainability. By strengthening internal capabilities through continuous improvement and long-term value creation, job rotation is theoretically and empirically expected to have a positive effect on sustainable business performance by enhancing employee skills, motivation, and adaptability, which collectively support improved organizational performance and sustainability, leading to the formulation of the following hypothesis.

H1: Job rotation has a positive and significant effect on sustainable business performance.

3. Research Methods

3.1 Research Design

This study adopts a quantitative research design to examine the effect of job rotation on sustainable business performance. A quantitative approach is considered appropriate because it allows for the measurement of relationships between variables using numerical data and statistical analysis. The study is explanatory in nature, aiming to test hypotheses and identify the influence of job rotation practices on sustainable business performance within organizations.

3.2 Population and Sample

The population of this study consists of employees working in organizations that have implemented job rotation practices as part of their human resource management strategy. Due to accessibility considerations, a sample of 100 respondents was selected for this research. The sampling technique used is purposive sampling, where respondents were chosen based on specific criteria, namely employees who have experienced job rotation within their organization. This approach ensures that the data collected are relevant to the objectives of the study.

3.3 Research Variables

This study involves two main variables, namely job rotation as the independent variable (X) and sustainable business performance as the dependent variable (Y). Job rotation refers to the systematic movement of employees across different jobs or tasks within the organization to enhance skills, motivation, and workforce flexibility, while sustainable business performance reflects the organization's ability to maintain consistent performance over time through employee development, operational efficiency, adaptability to change, and long-term value creation.

3.4 Operational Definition of Variables

Job rotation is measured using indicators that include task variety, opportunities for skill development, cross-functional experience, and learning opportunities, while sustainable business performance is assessed through indicators related to productivity consistency, employee capability development, adaptability to change, and long-term organizational performance. All indicators in this study are measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), enabling respondents to indicate their level of agreement with each statement.

3.5 Data Collection Technique

Data were collected using a structured questionnaire distributed to respondents. The questionnaire was designed based on relevant literature and previous studies related to job rotation and sustainable business performance. Prior to data collection, the questionnaire was reviewed to ensure clarity and relevance of the questions. Respondents were asked to complete the questionnaire voluntarily, and confidentiality of their responses was assured.

3.6 Data Analysis Technique

The data collected in this study were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25 through several stages, including descriptive statistics to describe respondent characteristics and the distribution of responses for each variable, validity testing to ensure that questionnaire items accurately measure the intended constructs, and reliability testing using Cronbach's Alpha to assess the consistency of the measurement instruments. In addition, classical assumption tests, such as normality and linearity tests, were conducted to confirm the suitability of the data for further analysis. Hypothesis testing was performed using simple linear regression analysis to examine the effect of job rotation on sustainable business performance, with the hypothesis evaluated based on the significance of the regression coefficient at a 5% significance level ($\alpha = 0.05$). A significance value below 0.05 indicates that job rotation has a significant effect on sustainable business performance and leads to acceptance of the hypothesis, whereas a value above 0.05 results in rejection of the hypothesis.

4. Results and Discussion

4.1 Respondent Characteristics

A total of 100 questionnaires were distributed and successfully collected, resulting in a 100% response rate. The respondents consisted of employees who had experienced job rotation within their organizations. Table 1 presents a summary of respondent characteristics.

Table 1. Respondent Characteristics

Category	Description	Frequency	Percentage (%)
Gender	Male	58	58.0
	Female	42	42.0
Age	< 25 years	18	18.0
	25–35 years	47	47.0
	36–45 years	25	25.0
Work Experience	> 45 years	10	10.0
	< 3 years	22	22.0
	3–5 years	39	39.0
	> 5 years	39	39.0

The respondent characteristics in Table 1 provide useful insights into the demographic profile of the sample, which can help contextualize the study's findings. Regarding gender, the sample consisted of 58% male respondents and 42% female respondents, indicating a relatively balanced representation between both genders. This balance is important as it ensures that the findings are not biased toward a particular gender, allowing for more generalized conclusions about the effects of job rotation on sustainable business performance. The diversity in gender representation suggests that both male and female employees perceive and benefit from job rotation programs in similar ways, contributing to the robustness of the study's results.

In terms of age, the majority of respondents (47%) were between the ages of 25 and 35 years, followed by 25% in the 36–45 years group and 18% under 25 years. Only 10% of respondents were over 45 years old. The distribution suggests that the study predominantly captured responses from relatively younger employees who may be more open to job rotation programs as they are often in the early or mid-stages of their careers and may value skill development and career growth opportunities. When examining work experience, the sample shows an even split between respondents with 3–5 years of experience and those with more than 5 years (39% each), while 22% of respondents had less than 3 years of experience. This spread indicates that the study included individuals with varying levels of work experience, which is crucial for understanding the broader impact of job rotation across different career stages. However, the relatively lower proportion of less experienced workers may limit insights into the initial stages of job rotation programs.

4.2 Descriptive Statistics of Research Variables

Descriptive analysis was conducted to examine respondents' perceptions of job rotation and sustainable business performance. The results are presented in Table 2.

Table 2. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Job Rotation (X)	100	2.80	4.80	4.12	0.45
Sustainable Business Performance (Y)	100	3.00	4.90	4.18	0.42

Based on Table 2, the descriptive statistics show that the job rotation variable (X) was measured from 100 respondents with a minimum value of 2.80 and a maximum value of 4.80, resulting in a mean score of 4.12 and a standard deviation of 0.45, indicating a relatively high and consistent perception of job rotation practices. Similarly, sustainable business performance (Y) was also measured from 100 respondents, with scores ranging from 3.00 to 4.90, a mean value of 4.18, and a standard deviation of 0.42, suggesting that respondents generally perceived sustainable business performance at a high level with relatively low variability in responses.

4.3 Validity and Reliability Test Results

Validity testing was conducted using Pearson correlation, with a critical value (r-table) of 0.196 ($n = 100$, $\alpha = 0.05$). All items for both variables showed correlation coefficients greater than 0.196, indicating that all questionnaire items are valid.

Reliability testing was conducted using Cronbach's Alpha. The results are presented in Table 3.

Table 3. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Interpretation
Job Rotation (X)	8	0.872	Reliable
Sustainable Business Performance (Y)	8	0.889	Reliable

Based on Table 3, the reliability test results indicate that the job rotation variable (X), measured using eight items, has a Cronbach's Alpha value of 0.872, while the sustainable business performance variable (Y), also measured with eight items, has a Cronbach's Alpha value of 0.889. Both values exceed the commonly accepted threshold of 0.70, demonstrating that the measurement instruments for both variables are reliable and have high internal consistency.

4.4 Regression Analysis Results

To test the research hypothesis, simple linear regression analysis was conducted. The regression results are presented in Table 4.

Table 4. Simple Linear Regression Results

Variable	Regression Coefficient (B)	t-value	Sig.
Constant	1.245	4.112	0.000
Job Rotation (X)	0.712	9.865	0.000

The results of the simple linear regression analysis presented in Table 4 indicate that job rotation has a positive and statistically significant effect on sustainable business performance. The regression coefficient for job rotation ($B = 0.712$) shows that increased implementation of job rotation practices is associated with higher levels of sustainable business performance, assuming other factors remain constant. This effect is supported by a high t-value of 9.865 and a significance level of 0.000 ($p < 0.05$), confirming the acceptance of the proposed hypothesis. These findings suggest that job rotation plays an important role in enhancing organizational sustainability by improving employee skills, adaptability, and motivation, which collectively contribute to stronger long-term organizational performance. The significant constant value ($B = 1.245$; $p = 0.000$) further indicates that sustainable business performance exists even without job rotation, but its level increases substantially when job rotation is effectively implemented, as reflected in the regression equation $Y = 1.245 + 0.712X$.

Furthermore, the coefficient of determination shows that the correlation between job rotation and sustainable business performance is relatively strong, with an R value of 0.743. The R^2 value of 0.552 indicates that 55.2% of the variation in sustainable business performance can be explained by job rotation, while the remaining 44.8% is influenced by other factors not examined in this study. This result highlights that although job rotation is a key determinant of sustainable business performance, organizational sustainability is also shaped by additional variables such as leadership, organizational culture, compensation systems, and external environmental factors. Nonetheless, the substantial explanatory power of job rotation underscores its strategic importance as a human resource management practice in supporting sustainable business performance.

4.5 Discussion

The results of this study provide empirical evidence that job rotation has a positive and significant effect on sustainable business performance. The high mean value of the job rotation variable indicates that employees perceive job rotation as an effective human resource management practice that enhances their skills, broadens work experience, and supports learning across different roles. This finding reinforces the view that job rotation plays an important role in employee development and organizational flexibility, enabling employees to better understand organizational processes and adapt to changing work demands [20,21].

The regression analysis further demonstrates that job rotation significantly influences sustainable business performance, as reflected by a regression coefficient of 0.712. This result implies that improvements in the implementation of job rotation programs are associated with better long-term performance outcomes. These findings are consistent with previous studies that emphasize the contribution of job rotation to increased employee competence, motivation, and adaptability, which are critical elements in achieving sustainable organizational performance in dynamic and competitive environments [14,22].

Moreover, the coefficient of determination shows that job rotation explains more than half of the variance in sustainable business performance, indicating its substantial strategic impact. This suggests that job rotation is not merely an operational HR practice but a strategic instrument that strengthens organizational sustainability by developing multi-skilled employees, reducing dependency on specific roles, and enhancing organizational resilience. Overall, the findings confirm the research hypothesis that job rotation positively affects sustainable business performance and highlight the importance of structured and well-planned job rotation programs as an integral part of sustainability-oriented human resource management strategies.

In addition to the direct effects on sustainable business performance, job rotation also plays a critical role in fostering a culture of continuous learning and knowledge sharing across the organization. As employees rotate through various roles, they are exposed to different perspectives and work processes, which helps break down silos within the organization and encourages cross-departmental collaboration. This fosters a more collaborative work environment where employees are better equipped to solve complex problems and contribute to innovative solutions. The ability to understand and appreciate the work done in other departments enhances organizational cohesion and contributes to the overall adaptability of the organization, enabling it to respond more effectively to external changes and internal challenges.

Furthermore, job rotation can serve as a tool for succession planning, ensuring that the organization has a well-rounded pool of employees capable of filling critical positions as needed. By allowing employees to gain experience in various roles, the organization reduces the risk of skill gaps and enhances its ability to manage talent effectively. The study suggests that when job rotation is implemented strategically, it not only strengthens the workforce but also enhances the organization's ability to maintain high performance levels over the long term. This underlines the importance of integrating job rotation programs into a broader human resource strategy that aligns with organizational goals, employee development, and long-term sustainability.

Implications

The findings of this study have several practical implications for managers and organizational leaders. First, they highlight the importance of job rotation as a strategic tool for enhancing sustainable business performance. Managers should design structured job rotation programs that align with organizational goals and employee development needs to maximize the long-term benefits of this practice. Additionally, the study emphasizes that job rotation can help foster a more adaptable, motivated, and multi-skilled workforce, which is essential for maintaining competitive advantage in a rapidly changing business environment. By investing in job rotation, organizations can improve employee engagement, reduce turnover, and enhance overall organizational resilience, which are all crucial factors for achieving sustainable business success.

Future Research

Future research could explore the long-term effects of job rotation on organizational sustainability by examining additional variables such as organizational culture, leadership styles, and employee engagement. It would also be beneficial to investigate how different types of job rotation (e.g., lateral versus vertical rotation) impact various dimensions of sustainable performance across different industries. Moreover, future studies could expand the sample size to include organizations from diverse sectors and geographical regions to validate the generalizability of the findings. Additionally, research could focus on the interaction between job rotation and other human resource management practices, such as training and development, to understand how these practices work together to enhance organizational performance.

Limitations

This study has several limitations that should be considered when interpreting the results. First, the sample size was limited to 100 respondents, all from organizations that had implemented job rotation programs. This may restrict the generalizability of the findings to other organizations or industries that do not currently utilize job rotation. Additionally, the study relied on self-reported data, which may be subject to biases such as social desirability or response bias. Future research could address these limitations by using a larger, more diverse sample and incorporating multiple data collection methods, such as interviews or observational studies, to gain a more comprehensive understanding of the impact of job rotation on sustainable business performance.

5. Conclusion

This study concludes that the implementation of job rotation has a positive and significant impact on sustainable business performance, as evidenced by empirical findings showing that job rotation enhances employee skills, motivation, and adaptability, which collectively support consistent and long-term organizational performance. The statistical results indicate that job rotation explains more than half of the variance in sustainable business performance, underscoring its strategic importance within human resource management practices. From a managerial perspective, these findings emphasize the need for organizations to design and implement structured job rotation programs that are well aligned with organizational objectives and employee competencies in order to build a flexible and resilient workforce capable of responding to dynamic business challenges, while future research is encouraged to incorporate additional variables such as organizational culture, leadership style, and employee engagement to achieve a more comprehensive understanding of the determinants of sustainable business performance.

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