

When Motivation is Not Enough: How Job Satisfaction Shapes Employee's Attitudes Toward Job Rotation at XYZ Hotel

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ABSTRACT

Job rotation can broaden employee capability, but employees may evaluate it negatively when its purpose, process, and support are unclear. This study examines the effects of work motivation and job satisfaction on employees' attitudes toward job rotation at XYZ Hotel, an independent hotel in Bogor City. A cross-sectional survey was completed by 92 employees, and the model was assessed using partial least squares structural equation modeling in SmartPLS 3.0. Work motivation had a strong positive effect on job satisfaction ($\beta = 0.878$, $p < 0.001$), while job satisfaction positively affected attitudes toward job rotation ($\beta = 0.506$, $p = 0.042$). The direct effect of work motivation on attitudes toward job rotation was negative and not significant ($\beta = -0.172$, $p = 0.480$). The indirect pathway through job satisfaction was positive and marginally significant at the 10% level ($\beta = 0.444$, $p = 0.061$). The findings indicate that motivation alone is insufficient to create acceptance of rotation; satisfaction with supervisors, working conditions, rewards, and development opportunities helps translate motivation into a more favorable attitude. Hotel managers should therefore communicate rotation objectives clearly, prepare employees through training, and apply transparent and supportive rotation policies.

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1. Introduction

Hotels depend on coordinated service encounters, rapid problem solving, and consistent employee behavior. Because guests experience the organization largely through frontline staff, human-resource practices that shape motivation, satisfaction, and adaptability are central to service quality. Recent hospitality research shows that recognition, responsibility, leader quality, and supportive working conditions are important sources of both motivation and job satisfaction (Valk & Yousif, 2023). Evidence from five-star hotels also indicates that psychosocial motivation is positively related to intrinsic and overall job satisfaction, although employees may differ according to demographic and work-related characteristics (Akbulak, 2024).

Job rotation is a planned movement of employees among jobs, functions, departments, or work units without necessarily changing organizational rank. It is intended to expand skills, reduce monotony, support succession, and improve organizational flexibility. A meta-analysis covering 56 studies and 284,086 observations found that rotation was positively associated with job satisfaction, organizational commitment, career success, psychological health, individual performance, and productivity, but many effects were small and varied by the type and context of rotation (Mlekus & Maier, 2021). Experimental evidence similarly suggests that task rotation can enhance expected job satisfaction and intrinsic motivation when it creates meaningful skill variety and task identity (Mlekus et al., 2022).

The same practice can also create uncertainty. Moving to an unfamiliar unit may change supervisors, colleagues, work routines, and performance expectations. In the hospitality context, poorly designed rotation can generate role ambiguity, role conflict, anxiety, anger, and counterproductive responses (Foroutan et al., 2021). Evidence from a specialist industry also shows that rotation may reduce performance unless it is supported by an aligned human-resource strategy and effective training (Alizadeh Majd et al., 2024). These findings make employee attitude a critical outcome: the effectiveness of rotation depends not only on the intended organizational benefit but also on how employees cognitively evaluate, emotionally experience, and intend to respond to the change.

Job satisfaction is an overall evaluative response to one's job and its facets, including pay, promotion, supervision, coworkers, the work itself, and working conditions (Robbins & Judge, 2023; Spector, 2022). Satisfaction can provide a psychological basis for accepting change because employees who perceive fair rewards, useful support, and favorable working conditions are more likely to interpret a rotation as development rather than punishment. Empirical research finds that job satisfaction partially mediates the relationship between job-rotation practices and employee outcomes (Suleman et al., 2022), and that the effects of motivation and rewards on performance also depend on job satisfaction (Kumari et al., 2021; Rahman et al., 2026; Ko et al., 2025). Related evidence connects work motivation and job satisfaction with employee performance through the mediating role of employee engagement (Riyanto et al., 2021).

Work motivation represents the internal and external forces that direct effort and persistence toward work goals. Needs for autonomy and social relatedness are especially relevant to motivation across national contexts (Vo et al., 2022; Suherman et al., 2022; Pratiwi et al., 2026). In a rotation setting, motivation may encourage employees to learn and adapt, but its effect is unlikely to be automatic. If the new assignment is perceived as unfair, unsupported, or disconnected from career development, a motivated employee may still form a negative attitude. Conversely, when supervisory support, rewards, and working conditions generate satisfaction, motivation can be converted into constructive engagement with the new role.

Recent studies have emphasized employee performance, well-being, training, and organizational commitment as outcomes of rotation (Alizadeh Majd et al., 2024; Mlekus & Maier, 2021; Zhang et al., 2026). Less attention has been paid to employees' cognitive, affective, and conative attitudes toward rotation in independent hotels, where personal relationships and short managerial communication channels may strongly shape implementation. This study addresses that gap by examining whether work motivation and job satisfaction explain employee attitudes toward job rotation at an independent hotel in Bogor City.

Accordingly, the study tests four hypotheses: work motivation positively affects job satisfaction (H1); work motivation positively affects employee attitudes toward job rotation (H2); job satisfaction positively affects employee attitudes toward job rotation (H3); and work motivation indirectly affects employee attitudes toward job rotation through job satisfaction (H4).

2. Methodology

This quantitative cross-sectional study was conducted from January to February 2019 at XYZ Hotel, a four-star independent hotel operating two properties in Bogor City. Primary data were collected through a questionnaire, while organizational records supplied contextual secondary data. The sample comprised 92 employees selected purposively from managerial, supervisory, and staff positions across the two properties.

The model contained two exogenous and mediating constructs and one endogenous construct. Work motivation was represented by existence, relatedness, and growth. Job satisfaction was represented by payment, working conditions, the job itself, promotion opportunities, colleagues, and supervisors. Employee attitude toward job rotation was represented by cognitive, affective, and conative components. The questionnaire contained 30 items. Instrument testing indicated that all items were valid in the original analysis and that the overall reliability coefficient was 0.933.

Data were analyzed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 3.0. The analysis followed three stages: assessment of the reflective measurement model, assessment of the structural model, and hypothesis testing with bootstrapping. Consistent with current PLS-SEM guidance, indicator loadings, average variance extracted (AVE), composite reliability, R-squared values, path coefficients, and p-values were examined (Hair et al., 2022). The archived results use significance thresholds of 1%, 5%, and 10%; therefore, the indirect effect with $p = 0.061$ is reported as marginally significant at the 10% level.

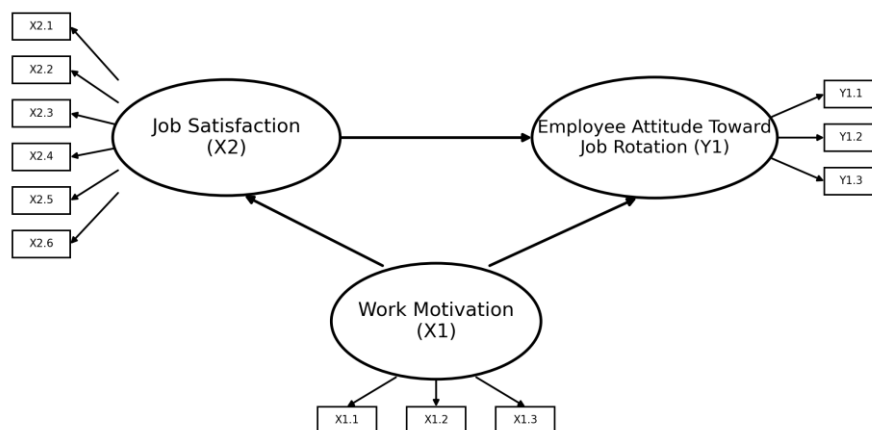


Figure 1. Structural Model

Figure 1 illustrates the hypothesized mediation model. Work motivation (X1) is modeled as a direct predictor of both job satisfaction (X2) and employee attitudes toward job rotation (Y1), while job satisfaction is also modeled as a predictor of attitudes. This structure allows the direct and indirect effects of work motivation to be tested simultaneously.

Notes:

- Work motivation: X11 = existence, X12 = relatedness, and X13 = growth.
- Job satisfaction: X21 = payment, X22 = working conditions, X23 = job itself, X24 = promotion opportunity, X25 = colleague, and X26 = supervisor.
- Employee attitude toward job rotation: Y11 = cognitive, Y12 = affective, and Y13 = conative.

3. Results and Discussion

3.1 Organizational and Respondent Profile

XYZ Hotel is an independent hotel established in 2010 in Bogor City. It operates a city hotel and a resort hotel. The city property employed 58 permanent employees and the resort property employed 39 permanent employees, supplemented by interns, short-term contract staff, and daily workers. The organization used a relatively short decision-making chain, allowing managers to communicate directly with the president director. Respondent characteristics are shown in Table 1.

Table 1. Distribution of respondents by demographic characteristics

Characteristic	Group	Number	Percentage (%)
Age	<= 20	22	24
	20-30	38	41
	> 30	32	35
Gender	Male	55	59
	Female	37	41
Education	High school	22	24
	Diploma	34	37
	Bachelor's degree	36	39
Years of service	1-5	22	24
	6-10	38	41

	> 10	32	35
Position	Manager	14	15
	Supervisor	20	22
	Staff	58	63

The largest age group was 20-30 years (41%), and 59% of respondents were men. Bachelor's degree holders formed the largest education category (39%). Seventy-six percent of respondents had more than five years of service, indicating substantial organizational experience. Staff represented 63% of the sample, supervisors 22%, and managers 15%.

3.2 Measurement Model

The measurement model contained three indicators for work motivation, six indicators for job satisfaction, and three indicators for employee attitudes toward job rotation. All retained indicator loadings were above 0.70, exceeding the commonly recommended minimum for reflective measurement models (Hair et al., 2022).

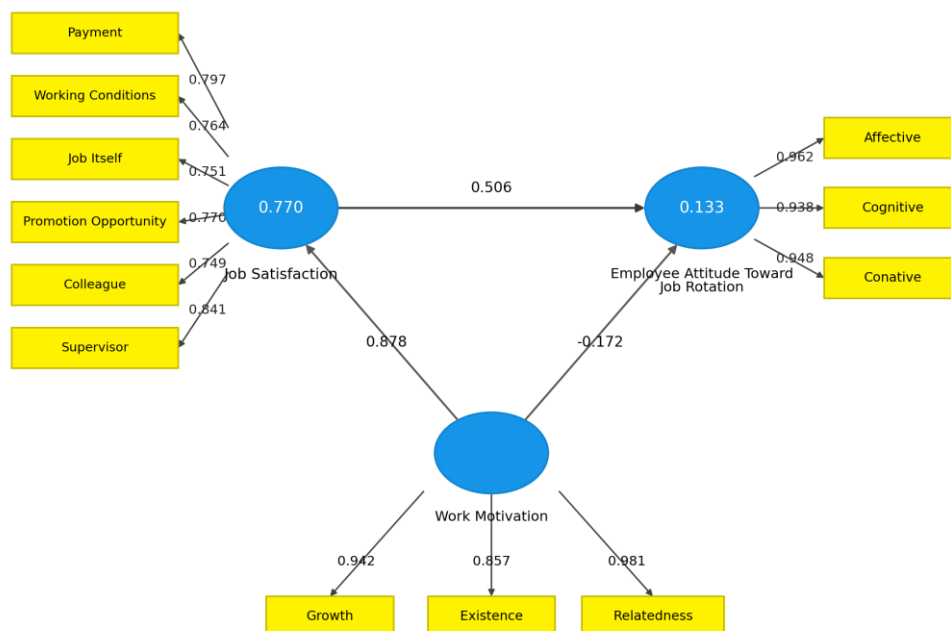


Figure 2. Loading factors in the measurement model

Figure 2 presents the final PLS-SEM estimates. All indicator loadings exceeded 0.70 (0.749-0.981); work motivation strongly predicted job satisfaction (beta = 0.878), job satisfaction positively predicted attitudes toward job rotation (beta = 0.506), and the direct path from work motivation to attitudes was weak and negative (beta = -0.172). The values inside the endogenous constructs are R-squared values (0.770 and 0.133).

Table 2. Final measurement results for work motivation

Indicator	Loading
Existence	0.857
Relatedness	0.981
Growth	0.942

Relatedness had the highest loading (0.981), followed by growth (0.942) and existence (0.857). The pattern indicates that social connection and recognition from colleagues were especially central to employees' work motivation. This is consistent with cross-national evidence that social relatedness supports work motivation (Vo et al., 2022).

Table 3. Final measurement results for job satisfaction

Indicator	Loading
Payment	0.797
Working conditions	0.764
Job itself	0.751
Promotion opportunity	0.770
Colleague	0.749
Supervisor	0.841

The supervisor indicator had the highest loading for job satisfaction (0.841). Supervisors provide direction, monitoring, support, and practical assistance when employees experience difficulty. The result aligns with hospitality research identifying leader quality as both an important hygiene factor and a source of motivation and satisfaction (Valk & Yousif, 2023).

Table 4. Final measurement results for employee attitudes toward job rotation

Indicator	Loading
Cognitive	0.938
Affective	0.962
Conative	0.948

The affective component had the highest loading (0.962), followed by the conative component (0.948) and the cognitive component (0.938). Employees' feelings about rotation were therefore slightly more prominent than their beliefs or intended behavior. This finding is important in light of evidence that rotation may evoke anxiety or anger when it creates ambiguity and conflict (Foroutan et al., 2021).

3.3 Construct Reliability and Structural Model

Table 5. Average variance extracted and composite reliability

Construct	AVE	Composite reliability
Work motivation	0.861	0.949
Job satisfaction	0.608	0.903
Employee attitude toward job rotation	0.902	0.965

All constructs exceeded the AVE threshold of 0.50 and the composite reliability threshold of 0.70, supporting convergent validity and internal consistency reliability (Hair et al., 2022). The composite reliability of employee attitude was 0.965, which is very high and suggests that future studies should also examine possible indicator redundancy.

Table 6. AVE values and square roots of AVE

Construct	AVE	Square root of AVE
Work motivation	0.861	0.928
Job satisfaction	0.608	0.780
Employee attitude toward job rotation	0.902	0.950

The square roots of AVE ranged from 0.780 to 0.950. The archived output did not include the complete inter-construct correlation matrix or heterotrait-monotrait ratios. Accordingly, a future re-estimation should report the full Fornell-Larcker matrix and HTMT values to document discriminant validity in line with current PLS-SEM practice.

Table 7. Adjusted R-squared values

Endogenous construct	Adjusted R ²
Job satisfaction	0.768
Employee attitude toward job rotation	0.114

The adjusted R-squared value was 0.768 for job satisfaction and 0.114 for employee attitudes toward job rotation. Thus, work motivation accounted for substantial variance in job satisfaction, whereas the two predictors accounted for only a limited share of variance in attitudes. The remaining variance may reflect factors outside the model, such as communication, perceived fairness, role clarity, training, and career relevance.

3.4 Hypothesis Testing and Discussion

Table 8. Path coefficients among latent variables

Path	Original sample	Sample mean	SD	p-value
WM -> JS	0.878	0.879	0.036	< 0.001*
JS -> EAJR	0.506	0.557	0.248	0.042**
WM -> EAJR	-0.172	-0.229	0.243	0.480
WM -> JS -> EAJR	0.444	0.502	0.237	0.061***

Notes: WM = work motivation; JS = job satisfaction; EAJR = employee attitude toward job rotation. * $p < 0.01$; ** $p < 0.05$; *** $p < 0.10$

Table 8 shows that H1 and H3 were supported at the 1% and 5% levels, respectively, whereas H2 was not supported. The indirect effect (H4) was positive and marginally significant at the 10% level, indicating that work motivation influences attitudes toward job rotation mainly through job satisfaction rather than through a direct effect.

3.4.1 Work Motivation and Job Satisfaction

Work motivation had a positive and significant effect on job satisfaction ($\beta = 0.878$, $p < 0.001$), supporting H1. Employees whose existence, relatedness, and growth needs were better addressed reported higher satisfaction with pay, working conditions, the work itself, promotion, colleagues, and supervisors. The prominence of relatedness in the measurement model suggests that social recognition and workplace relationships were especially important. This result is consistent with evidence that motivation and rewards contribute to employee outcomes through job satisfaction (Kumari et al., 2021) and with hotel research connecting psychosocial motivation to intrinsic and overall satisfaction (Akbadak, 2024).

3.4.2 Job Satisfaction and Attitudes Toward Job Rotation

Job satisfaction positively affected employee attitudes toward job rotation ($\beta = 0.506$, $p = 0.042$), supporting H3. Employees who were satisfied with their supervisors and other job facets were more likely to evaluate rotation favorably. The result agrees with evidence that satisfaction partially carries the benefits of job-rotation practices to employee outcomes (Suleman et al., 2022). It also helps explain why transparent supervision matters: employees may interpret a rotation as developmental when managers provide information, support, and fair consideration.

The direct effect of work motivation on attitudes toward job rotation was negative and not significant ($\beta = -0.172$, $p = 0.480$); therefore, H2 was not supported. Motivation alone did not ensure acceptance of a move to another unit. This finding is compatible with recent evidence showing that the consequences of rotation depend on implementation and context. In hotels, rotation can generate role ambiguity and role conflict (Foroutan et al., 2021), while in specialist settings its direct effect on performance can be negative when training and HR strategy are insufficient (Alizadeh Majd et al., 2024). The non-significant path in this study therefore suggests that motivated employees still need clarity, preparation, and a credible developmental rationale before they view rotation positively.

The indirect effect of work motivation on attitude through job satisfaction was positive ($\beta = 0.444$, $p = 0.061$) and marginally significant at the 10% level, providing qualified support for H4. Job satisfaction appears to be the mechanism that converts motivated effort into a more constructive response to rotation. The pattern corresponds with the broader

meta-analytic conclusion that rotation is positively related to satisfaction and attitudinal outcomes, but that the magnitude depends on design and context (Mlekus & Maier, 2021). More recent evidence likewise shows that well-designed rotation can increase employees' sense of gain and reduce emotional exhaustion, thereby improving well-being (Zhang et al., 2026).

3.5 Managerial Implications

The results indicate that hotel management should treat job rotation as a supported change process rather than a simple administrative transfer. Three actions are particularly important:

1. Strengthen supervisory support. Managers and supervisors should explain the purpose, duration, performance expectations, and learning goals of each rotation; provide regular feedback; and monitor adjustment in the receiving unit.

2. Connect motivation to satisfaction. Recognition, fair rewards, career-development opportunities, and positive coworker relationships should accompany rotation so that employees experience the assignment as growth rather than punishment.

3. Formalize the rotation system. The hotel should establish transparent eligibility criteria, advance notification, clear job descriptions, preparatory training, handover procedures, and a post-rotation evaluation. These safeguards are consistent with evidence that training and HR strategy shape whether rotation produces positive outcomes (Alizadeh Majd et al., 2024).

4. Conclusion

Work motivation strongly and positively affected job satisfaction, while job satisfaction positively affected employee attitudes toward job rotation. Work motivation did not have a significant direct effect on attitudes, but its indirect effect through job satisfaction was positive and marginally significant. The central implication is that motivated employees do not automatically accept rotation: favorable attitudes emerge when motivation is accompanied by satisfying supervision, work conditions, rewards, relationships, and development opportunities. XYZ Hotel should therefore apply rotation through a clear, fair, well-communicated, and training-supported policy. The study is limited by its cross-sectional design, purposive sample, single independent-hotel setting, and archived PLS output. Future research should test the model across independent and chain hotels, use longitudinal or pre-post designs, include variables such as perceived fairness, role clarity, training effectiveness, and incentives, and report HTMT and contemporary predictive assessment from a re-estimated model.

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