

# Job Rotation, Teamwork and Employee Performance: The Mediating Role of Work Motivation

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Received: 2026, 07,20 Accepted: 2026, 08,15  
Available online: 2026, 08,18

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| KEYWORDS                                                                                                                                                                                                                                                                                                                                                                                                                               | ABSTRACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <p><b>Keywords:</b></p> <p>employee performance; job rotation; teamwork; work motivation.</p> <p><b>Conflict of Interest Statement:</b></p> <p>The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright ©2026 <a href="#">Vifada Management and Digital Business</a>. All rights reserved.</p> | <p><b>Purpose:</b> This study aims to analyze the influence of job rotation and teamwork on employee performance through work motivation as a mediating variable at PT. Pelabuhan Cilegon Mandiri.</p> <p><b>Research Method:</b> The study employed a quantitative approach with a survey method involving 170 employees selected using proportionate stratified random sampling.</p> <p><b>Results and Discussion:</b> The results of the study showed that job rotation had a positive and significant effect on employee performance (<math>\beta=0.436</math>; <math>p&lt;0.001</math>) and work motivation (<math>\beta=0.324</math>; <math>p&lt;0.001</math>). Teamwork also had a positive and significant effect on employee performance (<math>\beta=0.315</math>; <math>p&lt;0.001</math>) and work motivation (<math>\beta=0.609</math>; <math>p&lt;0.001</math>). Furthermore, work motivation had a positive and significant effect on employee performance (<math>\beta=0.230</math>; <math>p&lt;0.001</math>). Work motivation was proven to significantly mediate the effect of job rotation on employee performance and the effect of teamwork on employee performance. All research hypotheses were accepted.</p> <p><b>Implications:</b> companies need to optimize competency-based job rotation programs, strengthen inter-team collaboration, and create a work environment that fosters motivation as a sustainable strategy for improving employee performance.</p> <p><b>Originality:</b> testing the relationship model between job rotation and teamwork on employee performance through work motivation as a mediating variable in the context of the port sector.</p> |

## Introduction

PT. Pelabuhan Cilegon Mandiri is a company operating in the port sector, with operational work characteristics that require intensive coordination between departments (Suengkamolpisut & Singhatong, 2026) Work activities in the port environment require punctuality, safety, precision, adaptability, and good cooperation among employees because each operational process is interconnected in supporting the smooth running of port services (Rayburn et al., 2026).

Based on PT Pelabuhan Cilegon Mandiri's performance data for 2023-2025, several indicators show an upward trend year over year. This improvement is evident in the areas of service, operations, and human resource administration. This demonstrates the company's continued efforts to improve service quality and human resource management (Sharma et al., 2025).

Despite the company's improving performance, it continues to face several challenges in human resource management. Based on employee absence data from 2023-2025, the rate of lateness, early departure, and employee leave-taking has tended to increase. This situation indicates a dynamic in employee work behavior that requires company attention, particularly regarding work discipline, morale, and employee engagement.

Employee absence data from PT. Pelabuhan Cilegon Mandiri during 2023-2025 shows an increase in the rate of lateness, early departure, and employee leave taking. This condition indicates a dynamic in employee work behavior that requires company attention, particularly regarding work discipline, work engagement, and employee motivation. In an operational work environment that requires high punctuality and coordination, this condition has the potential to impact work

effectiveness and the smoothness of company operations if not managed optimally (Yesuf & Fields, 2026).

In addition to attendance data, several operational issues arose, particularly in teamwork and work coordination. Some employees still had differing understandings of their duties, resulting in overlapping work and ineffective work processes. Coordination and communication between departments were also suboptimal, sometimes resulting in slow work completion (Yang et al., 2026).

The company also faces challenges in job placements that do not fully align with employee competencies. This situation has the potential to create skill gaps, increase the workload of certain employees, and impact their career development. Furthermore, some employees still display a low sense of belonging to the company, which can affect morale within the organization. To address these issues, job rotation, transfer, and promotion policies are implemented to enhance employee experience, flexibility, and competency according to the company's needs.

#### **State of the art**

The development of human resource management research shows a shift in focus from an administrative approach to a strategic approach that positions human resources as a key factor in achieving organizational performance (Li et al., 2025). In recent years, research has shifted from solely emphasizing the technical aspects of work to examining organizational behavioral factors such as work motivation, adaptability, work engagement, and teamwork as key determinants of employee performance (Suhail & Kilroy, 2026).

In the context of job rotation, recent research indicates that job rotation is viewed as a strategy for competency development, increased work flexibility, knowledge transfer, and reduced employee burnout (Owan et al., 2022). However, research on the effect of job rotation on employee performance still shows mixed results. Some studies find that job rotation can improve employee work ability and performance, while others indicate that this effect is not always significant due to the influence of adaptation processes, competency suitability, and characteristics (Kiazad et al., 2024).

In addition to job rotation, teamwork has become a growing focus of research, particularly in organizations with high levels of work coordination. Recent research shows that effective communication, trust among team members, work coordination, and cross-functional collaboration contribute to increased work effectiveness and the achievement of organizational goals (Ma & Liu, 2026). Therefore, teamwork is seen as a crucial factor in improving both individual and organizational performance.

On the other hand, work motivation is becoming a variable increasingly used as an explanatory mechanism for the relationship between human resource management practices and employee performance. Recent research shows that work motivation can increase employee engagement, commitment, and productivity (Arora et al. 2022); (Layek and Kumar 2024). In fact, several studies have positioned work motivation as a mediating variable, explaining how organizational policies can indirectly influence employee performance (Eshete, Debela, and Kebede 2025). However, research integrating job rotation and teamwork into employee performance through work motivation as a mediating variable, particularly in the port sector, is still relatively limited, thus providing an opportunity for further development (Eshete et al. 2025).

There remains a research gap regarding the effect of job rotation on employee performance. Previous studies have generally focused on technical and operational aspects, yielding inconsistent results, and have mostly been conducted in sectors other than ports. Furthermore, research examining job rotation and teamwork on employee performance through work motivation as a mediating variable is relatively limited. Therefore, this study was conducted to fill this gap in the context of PT. Pelabuhan Cilegon Mandiri.

The problem formulation in this study is 1) Does job rotation have a direct effect on employee performance at PT. Pelabuhan Cilegon Mandiri?, 2) Does Teamwork have a direct effect on employee performance at PT. Pelabuhan Cilegon Mandiri?, 3) Does job rotation have a direct effect on employee work motivation at PT. Pelabuhan Cilegon Mandiri?, 4) Does Teamwork have a direct effect on employee work motivation at PT. Pelabuhan Cilegon Mandiri?, 5) Does work motivation have a direct effect on employee performance at PT. Pelabuhan Cilegon Mandiri?, 6) Does work motivation play a role in mediating the relationship between job rotation and employee performance at PT. Pelabuhan Cilegon Mandiri? 7) Is work motivation able to mediate the influence of Teamwork on employee performance at PT. Pelabuhan Cilegon Mandiri?

This research is novel in testing the relationship model between job rotation and teamwork on employee performance through work motivation as a mediating variable in the context of the port sector. This research is expected to provide a more comprehensive understanding of the factors influencing employee performance in a highly coordinated operational work environment.

## 2. Literature Review and Hypothesis Development

### 2.1 The Effect of Job Rotation on Employee Performance

Job rotation is a form of human resource management that involves moving employees from one position to another within an organization (Assunç et al., 2022). Job rotation aims to improve employees' skills, experience, and understanding of various types of work. Job rotation can reduce employee boredom caused by monotonous work, thereby increasing employee morale and productivity. Furthermore, job rotation also helps companies create a more flexible workforce capable of adapting to job changes (Vasumathi et al., 2025).

Theoretically, Job's theory *Characteristics Model* explains that varying skills and work experience can improve an individual's work quality (Kranz et al., 2026). Job rotation provides employees with the opportunity to gain new experiences, thereby further developing their work abilities and competencies. In addition, the theory *Human Capital* also explained that increasing work experience will have a positive impact on employee productivity and work outcomes. Therefore, the better the implementation of job rotation within an organization, the higher the resulting employee performance (Battini et al., 2022).

Previous research has shown that job rotation has a positive impact on employee performance because it increases effectiveness, flexibility, and productivity. Job rotation helps employees understand different types of work, thereby improving their work abilities. Furthermore, job rotation can also reduce job boredom, which in turn improves employee performance. Therefore, the better the implementation of job rotation, the higher the resulting employee performance (Do et al., 2025).  
H1: Job rotation has an effect on employee performance.

### 2.2 The Influence of Teamwork on Employee Performance

Teamwork is the ability of an individual to work together with other members to effectively achieve organizational goals. In the workplace, teamwork is crucial because many tasks require coordination, communication, and collaboration between employees. Good teamwork can help speed up work completion, reduce errors, and create harmonious working relationships. With good teamwork, employees will more easily complete tasks and achieve company targets (Salmon et al., 2026).

Theoretically, the theory *Team Effectiveness* explains that team success is influenced by communication, coordination, and working relationships between team members. In addition, the theory *Social Exchange* also explained that good working relationships between employees will create a sense of mutual support and boost individual work morale. Good teamwork can create a comfortable work environment, enabling employees to perform optimally. Therefore, the better the teamwork within an organization, the higher the employee performance (Amo-filva et al., 2023).

Previous research has shown that teamwork has a positive impact on employee performance. Good teamwork can increase employee effectiveness, productivity, and work quality. Furthermore, good coordination and communication between team members helps complete work more quickly and efficiently (Ortiz-marcos et al., 2026). Therefore, better teamwork results in higher employee performance.

H2: Teamwork influences employee performance.

### 2.3 The Effect of Job Rotation on Work Motivation

Job rotation is a company strategy to provide diverse work experiences to employees through job transfers or job positions. Implementing job rotation can help employees experience a new work environment, thereby reducing job burnout (Burtscher et al. 2024). Furthermore, job rotation also provides employees with the opportunity to develop their skills and understand various types of work within the organization. This can increase employee morale and drive in carrying out their duties (Yesuf & Fields, 2026).

Theoretically, the theory *Two Factor Theory* Herzberg's theory explains that job variety and opportunities for self-development can increase individual work motivation. Job rotation provides new experiences that make work more interesting and less monotonous (Suhail & Kilroy, 2026). In addition, the theory *Expectancy Theory* also explained that employees will be more motivated if they have the opportunity to develop and improve their work skills. Therefore, the better the implementation of job rotation, the higher the employee work motivation (Nguyen et al., 2024). Previous research has shown that job rotation has a positive effect on employee work motivation. Employees who gain diverse work experiences tend to be more active, enthusiastic, and motivated in carrying out their work (Kiazad et al., 2024). Furthermore, changing work positions also helps reduce boredom, making employees more comfortable at work. Therefore, the better the job rotation is implemented, the higher employee work motivation.

H3: Job rotation has an effect on work motivation

## 2.4 The Influence of Teamwork on Work Motivation

Teamwork is a form of collaboration between employees in completing work together to achieve organizational goals. In the workplace, good teamwork can create harmonious and supportive working relationships among employees. Good support and communication within the team make employees feel more comfortable and valued at work. This can increase employee morale and motivation in carrying out their duties (Yang et al. 2026).

Theoretically, Maslow's Hierarchy of Needs theory explains that social needs, such as belonging and acceptance within a group, can increase individual motivation. Good teamwork helps create positive social relationships among employees, thereby increasing work satisfaction. Furthermore, Social Support theory also explains that support from coworkers can increase individual enthusiasm and work motivation (Li et al. 2025). Therefore, the better the teamwork within an organization, the higher the employee's work motivation.

Previous research has shown that teamwork has a positive influence on individual work motivation. A work environment supported by good communication and coordination makes employees more active and enthusiastic in carrying out their work (Owan et al. 2022). Furthermore, support between team members also helps increase employee confidence and work comfort. Therefore, better teamwork, higher employee work motivation.

H4: Teamwork has an impact on work motivation

## 2.5 The Influence of Work Motivation on Employee Performance

Work motivation is an internal drive that drives individuals to strive for optimal performance in achieving organizational goals. Employees with high work motivation tend to be more enthusiastic, disciplined, and responsible in their work (Saeed et al., 2025). Furthermore, work motivation also helps increase employees' self-confidence and drive them to achieve better work results. High work motivation encourages employees to improve the quality and productivity of their work (Arora et al., 2022).

Theoretically, Maslow's Hierarchy of Needs theory explains that individuals have needs that drive them to work and achieve specific goals. Furthermore, Expectancy Theory explains that work motivation arises when individuals believe that their efforts will result in good performance and achieve the desired results. Work motivation is a crucial factor influencing employee enthusiasm, productivity, and work quality. Therefore, the higher an employee's work motivation, the higher their performance (Sabah et al., 2025).

Previous research has shown that work motivation has a positive influence on employee performance. Highly motivated employees tend to work more optimally, are more disciplined, and are able to achieve organizational targets. Furthermore, work motivation also helps increase employee effectiveness and productivity in completing tasks (Edgar et al., 2026). Therefore, the higher the work motivation, the higher the employee's performance.

H5: Work motivation influences employee performance.

H6: Job rotation influences employee performance through work motivation

H7: Teamwork influences employee performance through work motivation

## 3. Research Method

### Study Design

This study employed a descriptive causality design with quantitative methodology (Burtscher et al. 2024). The proposed hypotheses were then tested using this quantitative technique. This strategy is based on a positivist philosophy, which uses research tools to collect and evaluate quantitative and statistical data to test hypotheses (Stray et al. 2025).

### Population and Sample

The population in this study was all 204 employees of PT. Pelabuhan Cilegin Mandiri. The sampling method used in this study was probability sampling with a proportionate stratified random sampling technique. The sample in this study was 170.

### Data Collection Techniques

Data were obtained from two main sources: primary data and secondary data, which complement each other in supporting the research analysis. Primary data is data obtained directly

from the field through research respondents. Primary data in this study was collected by distributing questionnaires to respondents who met the research criteria to obtain information related to the variables being studied.

#### Data Analysis Techniques

In this study, data analysis techniques are divided into two main parts, namely descriptive statistics and inferential statistics.

To find out whether the instrument used is valid, the initial step is to test the validity and the results show that 31 indicators have a loading factor value greater than 0.70, which shows that each indicator has good validity for measuring each of its latent variables, summarized in Table 1.

**Table 1 Results of Outer Model Analysis Using Loading Factor Parameters**

|      | Teamwork | Employee performance | Work motivation | Job Rotation |
|------|----------|----------------------|-----------------|--------------|
| KK1  |          | 0,879                |                 |              |
| KK10 |          | 0,738                |                 |              |
| KK2  |          | 0,876                |                 |              |
| KK3  |          | 0,906                |                 |              |
| KK4  |          | 0,876                |                 |              |
| KK5  |          | 0,810                |                 |              |
| KK6  |          | 0,883                |                 |              |
| KK7  |          | 0,849                |                 |              |
| KK8  |          | 0,744                |                 |              |
| KK9  |          | 0,825                |                 |              |
| KT1  | 0,890    |                      |                 |              |
| KT2  | 0,897    |                      |                 |              |
| KT3  | 0,844    |                      |                 |              |
| KT4  | 0,903    |                      |                 |              |
| KT5  | 0,903    |                      |                 |              |
| KT6  | 0,934    |                      |                 |              |
| KT7  | 0,810    |                      |                 |              |
| KT8  | 0,890    |                      |                 |              |
| MK1  |          |                      | 0,855           |              |
| MK2  |          |                      | 0,828           |              |
| MK6  |          |                      | 0,866           |              |
| MK7  |          |                      | 0,850           |              |
| MK8  |          |                      | 0,795           |              |
| RK1  |          |                      |                 | 0,842        |
| RK2  |          |                      |                 | 0,883        |
| RK3  |          |                      |                 | 0,869        |
| RK4  |          |                      |                 | 0,867        |
| RK5  |          |                      |                 | 0,902        |
| RK6  |          |                      |                 | 0,840        |
| RK7  |          |                      |                 | 0,859        |
| RK8  |          |                      |                 | 0,842        |

Source: SEM PLS data processing results (2026)

Based on Table 1, it can be seen that all indicator items are valid because they have a loading factor value > 0.70.

## 4. Results and Discussion

### 4.1. Analysis Results

The results of the inferential test using SEM PLS were tested by first testing the outer model analysis using the module *PLS Algorithm* To test the validity and reliability of each indicator item used to measure each variable. This can be explained in Figure 1.

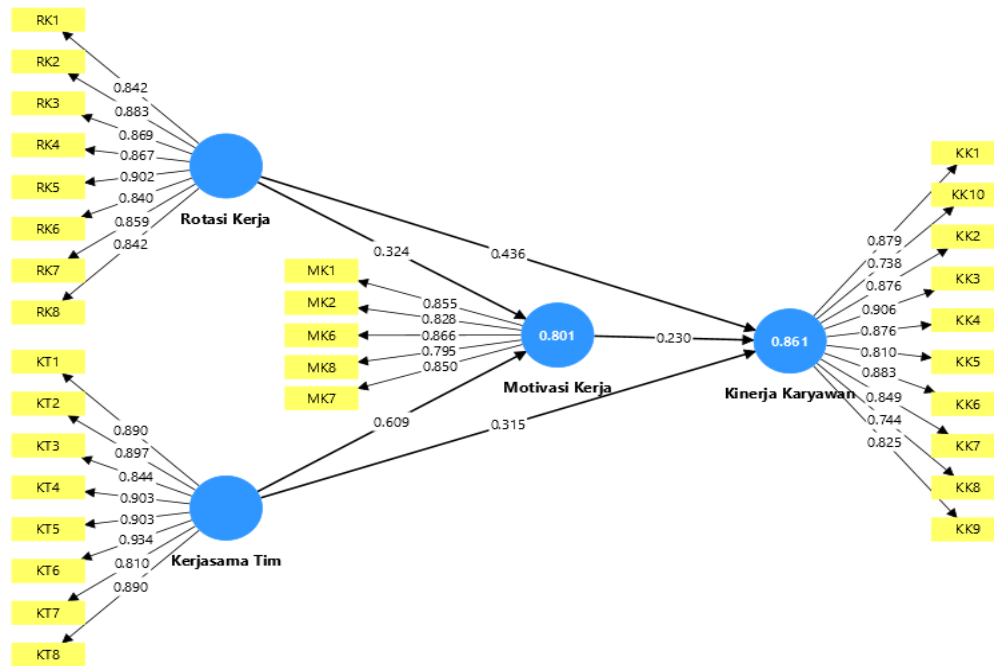


Figure 1 Outer Model Analysis Results (PLS Algorithm)

Based on Figure 1. It describes the relationship between latent variables and their indicators and shows the outer loading value which describes the strength of the indicator in reflecting the construct being measured, in this case all of them have a fairly strong relationship as seen from the values of each indicator.

Furthermore, the validation test of each research model indicator is strengthened by the value average variance extracted (AVE), Composite Reliability and Cronbach's Alpha are explained in Table 2 below.

Table 1. AVE, CR and Cronbach's Alpha Analysis

|                      | AVE   | (rho_c) | Cronbach's alpha |
|----------------------|-------|---------|------------------|
| Teamwork             | 0,782 | 0,966   | 0,960            |
| Employee performance | 0,707 | 0,960   | 0,953            |
| Work motivation      | 0,704 | 0,922   | 0,895            |
| Job rotation         | 0,745 | 0,959   | 0,951            |

Source: Researcher data processing results (2026)

Based on Table 1, it is explained that the instruments used in this study are valid and reliable so that they can be continued with the next test to find out more about the relationship between variables.

Next, a hypothesis test was conducted to determine whether the direct and indirect effects were significant. This is explained in Table 3.

Table 3 Results of Significance Test (Hypothesis Test)

|                                          | Original sample (O) | Mean (M) | (STDEV) | T statistic ( O/STDEV ) | Nilai P (P values) |
|------------------------------------------|---------------------|----------|---------|-------------------------|--------------------|
| H1: Job rotation -> employee performance | 0,436               | 0,442    | 0,059   | 7,355                   | 0,000              |
| H2: teamwork -> employee performance     | 0,315               | 0,314    | 0,070   | 4,472                   | 0,000              |

|                                                                   | Original<br>sample (O) | Mean (M) | (STDEV) | T statistic<br>( O/STDEV ) | Nilai P (P<br>values) |
|-------------------------------------------------------------------|------------------------|----------|---------|----------------------------|-----------------------|
| H3: Job rotation -><br>work motivation                            | 0,324                  | 0,320    | 0,080   | 4,036                      | 0,000                 |
| H4: teamwork -> work<br>motivation                                | 0,609                  | 0,609    | 0,073   | 8,382                      | 0,000                 |
| H5: work motivation -><br>employee performance                    | 0,230                  | 0,221    | 0,062   | 3,704                      | 0,000                 |
| H6: job rotation -> work<br>motivation -> employee<br>performance | 0,067                  | 0,066    | 0,024   | 2,822                      | 0,005                 |
| H7: teamwork -> work<br>motivation -> employee<br>performance     | 0,126                  | 0,127    | 0,039   | 3,214                      | 0,001                 |

Source: SEM PLS data processing results (2026)

Based on Table 3, the results of the hypothesis test above, it can be explained that job rotation has a significant effect on employee performance with a t-statistic value of  $7.355 > 1.96$  and a p-value of  $0.000 < 0.05$ . Thus, the first hypothesis is accepted, meaning that job rotation is proven to have a positive and significant effect on employee performance.

The results of the next hypothesis test can be explained that teamwork has a significant effect on employee performance with a t-statistic value of  $4.472 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus the second hypothesis is accepted, meaning that teamwork has been proven to have a positive and significant effect on employee performance.

Furthermore, job rotation has a significant effect on work motivation with a t-statistic value of  $4.036 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus the third hypothesis is accepted, meaning that job rotation has been proven to have a positive and significant effect on work motivation.

Furthermore, teamwork has a significant effect on work motivation with a t-statistic value of  $8.382 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus the fourth hypothesis is accepted, meaning that teamwork has been proven to have a positive and significant effect on work motivation.

Next, work motivation has a significant effect on employee performance with a t-statistic value of  $3.704 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus the fifth hypothesis is accepted, meaning that work motivation is proven to have a positive and significant effect on employee performance.

Analysis of the sixth hypothesis, which is an indirect effect, shows that job rotation has a significant effect on employee performance through work motivation with a t-statistic of  $2.822 > 1.96$  and a p-value of  $0.005 < 0.05$ , thus the sixth hypothesis is accepted. This means that work motivation significantly mediates job rotation on employee performance.

Analysis of the seventh hypothesis, which is an indirect influence, teamwork has a significant effect on employee performance through work motivation with a t-statistic of  $3.214 > 1.96$  and a p-value of  $0.001 < 0.05$  so that the seventh hypothesis is accepted. This means that work motivation significantly mediates teamwork on employee performance.

#### 4.2. Discussion

The results of the significance test (hypothesis) analysis yielded a model that empirically demonstrates the seven estimated inter-variable influences. The seven inter-variable influences depicted in the full model analysis indicate that all variables have a significant influence, thus confirming the hypothesis developed in this study.

#### H1: There is a significant influence of job rotation on employee performance at PT. Pelabuhan Cilegon Mandiri.

The results of the hypothesis test above can be explained that job rotation has a significant effect on employee performance with a t-statistic value of  $7.355 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus the first hypothesis is accepted, meaning that job rotation is proven to have a positive and significant effect on employee performance.

This illustration illustrates that job rotation at PT Pelabuhan Cilegon Mandiri is not merely understood as an administrative policy involving the transfer of employees from one unit to another. In practice, rotation is part of the organizational learning process, enabling employees to gain broader work experience. The company operates in the port services sector, which is characterized by dynamic work, as ship service activities occur 24 hours a day and involve the coordination of various functions, from ship services, pilotage, tugboats, field operations, to service administration. These conditions require employees to be able to adapt to changing work situations and understand

the interrelationships between operational processes. Thus, job rotation is a relevant tool for broadening employee insight and improving employee readiness to face the complexities of the work.

This interpretation is also strengthened by the results of descriptive analysis which shows that the indicator with the greatest contribution to the job rotation variable is the statement "*Job rotation helps reduce boredom in work*" with a loading factor value of 0.902. This indicates that the most tangible benefits of job rotation are felt by employees in the psychological aspect. Operational routines in the port environment tend to be repetitive and require high precision, potentially leading to boredom if work is carried out in the same position continuously. Through job rotation, employees are exposed to a variety of tasks and new work environments that provide different challenges. This variation helps maintain work morale, reduces monotony, and encourages new experiences that can enrich individual competencies. In other words, job rotation not only results in a change of position but also creates a learning process that contributes to improving performance quality (Zhang et al., 2026).

The characteristics of the respondents in this study further support this interpretation. Most respondents were aged 40-50 (81%) and had worked for more than five years (85%). This suggests that the perceptions expressed come from employees who have experienced various rotation policies for a considerable period and understand the company's operational dynamics. Longer work experience allows them to more objectively assess the benefits of job rotation based on actual experience, rather than temporary perceptions. For these long-serving employees, job transfers provide an opportunity to update knowledge, expand networks, and avoid the boredom that can arise from work routines. This explains why job rotation has a significant impact on performance improvement (He et al., 2026).

This finding can also be explained through *Job Characteristics Theory* proposed by Hackman and Oldham (1976). This theory explains that variations in skills (*skill variety*) is one of the job characteristics that can increase the meaning of work, foster intrinsic motivation, and ultimately result in better performance (Raúl et al., 2024). In the context of PT Pelabuhan Cilegon Mandiri, job rotation broadens the variety of experiences employees have so that they not only master one type of work but also understand the interrelationships between units in the port service process. This condition makes employees more adaptive when facing operational changes and better prepared to complete work according to organizational needs.

The practical implications for PT Pelabuhan Cilegon Mandiri are that, given that job rotation has been proven to significantly contribute to improved performance, the company should not view rotation solely as a solution to address vacancies or administrative needs. Rotation should be designed as part of a systematic career development strategy, taking into account competency alignment, operational needs, and individual development goals. Through this approach, rotation not only produces a more competent and adaptable workforce but also strengthens the sustainability of port services, which are the company's core business.

## **H2: There is a significant influence of Teamwork on Employee Performance at PT. Pelabuhan Cilegon Mandiri**

The results of the next hypothesis test, it can be explained that teamwork has a significant effect on employee performance with a t-statistic value of  $4.472 > 1.96$  and a p-value of  $0.000 < 0.05$  thus the second hypothesis is accepted meaning that teamwork is proven to have a positive and significant effect on employee performance. so it can be concluded that the better the quality of teamwork built within the organization, the higher the resulting employee performance.

The success of employees at PT Pelabuhan Cilegon Mandiri is determined not only by individual abilities, but also by their ability to work as part of a team. The nature of a company engaged in port services means that every operational activity is interconnected, and almost no task can be completed independently. The ship service process, from scheduling and pilotage to tugboat operation, dock coordination, and service administration, is a series of activities involving various work units with different functions. Delays or errors in one area will impact the smooth running of processes in other areas. In situations like this, the quality of cooperation is a determining factor in whether services can be carried out quickly, safely, and in accordance with operational standards (Granziera et al., 2026).

This condition is reflected in the results of the analysis of the teamwork variable indicators. The indicator with the highest contribution is the statement "Team members show concern for their colleagues" with a loading factor value of 0.934. This finding implies that the main strength of cooperation at PT Pelabuhan Cilegon Mandiri lies not only in the division of tasks, but also in the existence of concern among team members. This concern is reflected when employees are willing to help colleagues who face obstacles, share necessary information, and support each other so that work can be completed on target. In an operational environment with a high level of activity such as

a port, mutual assistance behavior is a practical necessity, not just a social relationship between employees (Layek & Kumar, 2024).

From a theoretical perspective, the results of this study support the view of Robbins and Judge (2022), who stated that effective work teams are capable of producing higher performance than a group of individuals working separately. According to this theory, team effectiveness is built through open communication, mutual trust, good coordination, and a shared commitment to organizational goals. When all these elements function harmoniously, work can be completed more efficiently because each member is able to complement the abilities of the others.

However, when compared with the results of the structural equation, the effect of teamwork on performance is still lower than the effect of job rotation. This indicates that at PT Pelabuhan Cilegon Mandiri, improving performance requires not only harmonious working relationships but also competency development through cross-functional experience. Teamwork provides a conducive work environment for completing work together, while job rotation expands individual capabilities in carrying out various operational tasks. These two factors complement each other in shaping optimal employee performance. Therefore, the stronger the culture of mutual care, communication, and coordination built among team members, the greater the organization's ability to produce consistent performance and meet service demands for service users (Niamul, 2026).

### **H3: There is a significant influence of job rotation on employee work motivation at PT. Pelabuhan Cilegon Mandiri.**

Furthermore, job rotation has a significant effect on work motivation with a t-statistic value of  $4.036 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus the third hypothesis is accepted, meaning that job rotation has been proven to have a positive and significant effect on work motivation.

In the context of PT Pelabuhan Cilegon Mandiri, continuous operational activities with relatively routine work patterns have the potential to lead to burnout if employees occupy the same position for extended periods. This can diminish enthusiasm for work, reduce the sense of challenge, and even affect employee engagement in carrying out daily tasks. Job rotation is one mechanism that can provide new experiences, making work feel more meaningful and engaging.

This interpretation is supported by the results of the validity analysis which shows that the indicator with the largest contribution to the job rotation variable is the statement "Job rotation helps reduce boredom in work", with a loading factor value of 0.902. This illustrates that the benefit of job rotation that is most felt by employees is not merely a change of position, but the opportunity to get out of the monotonous work routine. For a port service company such as PT Pelabuhan Cilegon Mandiri, which handles ship services, operational coordination, and field activities every day with relatively repetitive procedures, a variety of work experiences is important to maintain employee enthusiasm and engagement (Mgammal & Al-matari, 2021).

This finding can also be explained through Herzberg's Two-Factor Theory. Herzberg stated that motivation arises when work provides individuals with opportunities to develop, achieve, assume broader responsibilities, and experience personal growth. In the context of this study, job rotation presents new challenges that allow employees to learn new skills and broaden their work experience. These opportunities provide greater meaning to the work, thereby increasing employees' intrinsic motivation (Burtscher et al., 2024).

Based on the synthesis of research results, the company's empirical conditions, and the theories used, it can be understood that job rotation at PT Pelabuhan Cilegon Mandiri has a broader function than simply arranging employee placement. Job rotation is a human resource development instrument that can reduce boredom, expand competencies, enrich work experience, and revitalize work enthusiasm. In a port environment that demands operational readiness around the clock, the presence of employees who remain motivated to learn and adapt is a vital asset for the company. Therefore, the implementation of job rotation that is designed in a planned manner, considering the suitability of competencies and organizational needs, will be an effective strategy in maintaining work motivation while supporting the sustainable performance of PT Pelabuhan Cilegon Mandiri.

### **H4: There is a significant influence of Teamwork on Employee Work Motivation at PT. Pelabuhan Cilegon Mandiri**

Furthermore, teamwork has a significant effect on work motivation with a t-statistic of  $8.382 > 1.96$  and a p-value of  $0.000 < 0.05$ . Thus, the fourth hypothesis is accepted, meaning that teamwork has been proven to have a positive and significant effect on work motivation. This finding indicates that employee work motivation grows more from the quality of working relationships within the team than just individual factors. In a port operational environment that relies on cross-functional coordination, a mutually supportive work atmosphere becomes a source of energy for employees to remain enthusiastic in completing their work.

This is in line with the results of the indicator analysis, which shows that the aspect of caring among team members is the strongest dimension in the teamwork variable. This condition reflects that PT Pelabuhan Cilegon Mandiri employees not only work to complete their respective tasks but also have a tendency to help each other when facing operational obstacles. A work environment filled with mutual trust and caring makes employees feel valued as part of the team, thus encouraging them to make better contributions to the organization (Stray et al., 2025).

The results of this study support the Theory of Needs *McClelland Social and Social Exchange Theory* which explains that positive interpersonal relationships will increase individual motivation. When an organization is able to build good cooperation, employees will feel social support, a sense of belonging to the group, and the belief that their efforts will be positively responded to by both their colleagues and the organization. These feelings serve as a driving force for optimal performance (Hagemann & Decius, 2024).

Interestingly, compared to job rotation, teamwork had a greater influence on work motivation. This finding suggests that for PT Pelabuhan Cilegon Mandiri employees, motivation is not solely built through job variety, but is more influenced by the quality of daily interactions with coworkers. This suggests that strengthening a collaborative culture, open communication, and caring among employees is a more effective strategy for maintaining work motivation than relying solely on job rotation policies.

**H5: There is a significant influence of work motivation on employee performance at PT. Pelabuhan Cilegon Mandiri.**

Next, work motivation has a significant effect on employee performance with a t-statistic of  $3.704 > 1.96$  and a p-value of  $0.000 < 0.05$ . Thus, the fifth hypothesis is accepted, meaning that work motivation has been proven to have a positive and significant effect on employee performance. The higher the motivation of employees, the greater the effort they will make to complete their work optimally. In a port work environment that demands high punctuality, preparedness, and coordination, motivation becomes an internal drive that helps employees stay focused on meeting the company's operational targets. Uniquely, the descriptive results of the study show that work motivation is generally still in the low category, while employee performance is in the sufficient category. This condition indicates that although some employees still feel limited in some aspects of motivation, they are still able to maintain their performance because they are supported by long work experience, demands of professionalism, and responsibility for operational services. In other words, motivation does influence performance, but in the context of PT Pelabuhan Cilegon Mandiri, motivation is not the only factor that determines the high or low performance of employees.

In line with Expectancy Theory (*Expectancy Theory*) Vroom, who explains that a person will be motivated to work better when they believe that their efforts will result in good performance and bring valuable results for them. Furthermore, Herzberg also explains that intrinsic motivation, such as a sense of responsibility, achievement, and opportunities for development, are factors that can improve the quality of performance. This is in line with the results of this study, where the indicator of commitment to work is the strongest motivational dimension in shaping the work motivation variable (Issa & Hall, 2024).

Thus, the synthesis of field facts and theory, it can be understood that work motivation plays a role as a driving force that strengthens employee performance, but its effectiveness will be greater if supported by a conducive work environment, good teamwork, and human resource development policies such as job rotation. Therefore, efforts to increase motivation at PT Pelabuhan Cilegon Mandiri are not enough only through giving awards, but also need to be done by creating a work environment that is able to foster commitment, a sense of belonging, and a spirit to continue to develop so that employee performance can improve sustainably.

**H6: There is a significant influence of Job Rotation on Employee Performance through Work Motivation at PT. Pelabuhan Cilegon Mandiri**

The results of Table 4.18 of the analysis of the sixth hypothesis, which is an indirect effect, show that job rotation has a significant effect on employee performance through work motivation with a t-statistic of  $2.822 > 1.96$  and a p-value of  $0.005 < 0.05$ , thus the sixth hypothesis is accepted. This means that work motivation significantly mediates job rotation on employee performance. In other words, job rotation not only has a direct impact on performance but also first raises work motivation which then drives performance improvement.

This phenomenon is highly relevant to the situation at PT Pelabuhan Cilegon Mandiri. As a port services company, most of the work has relatively repetitive operational patterns, potentially leading to burnout if employees remain in the same position for too long. When the company implements job rotation appropriately, employees gain new experiences, different challenges, and opportunities to

develop their competencies. This condition makes work feel more meaningful and can boost work enthusiasm. This finding is also supported by research results showing that the strongest indicator of job rotation is the rotation's ability to reduce job burnout, so the benefits of rotation are felt not only in the competency aspect but also in the psychological aspects of employees (Kelly et al., 2025).

The results of this study align with Herzberg's Two-Factor Theory, which explains that opportunities for growth, gaining new experiences, and increased responsibility are motivating factors that can increase an individual's intrinsic motivation. When this motivation increases, employees are encouraged to work harder, demonstrate a higher level of commitment, and strive to achieve established work targets. Therefore, job rotation is not simply a policy of job transfer, but rather a development tool that can foster motivation before ultimately impacting performance improvement (Woerden, 2026).

These findings suggest that the effectiveness of job rotation at PT Pelabuhan Cilegon Mandiri depends heavily on the company's ability to transform rotation into a learning experience, not simply an administrative transfer. The more rotation provides new challenges, broadens horizons, and reduces boredom, the greater the employee motivation. This motivation then serves as a crucial link between the benefits of job rotation and the translation of more tangible and sustainable performance improvements.

#### **H7: There is a significant influence of Teamwork on Employee Performance through Work Motivation at PT. Pelabuhan Cilegon Mandiri**

Analysis of the seventh hypothesis, which is an indirect influence, teamwork has a significant effect on employee performance through work motivation with a t-statistic of  $3.214 > 1.96$  and a p-value of  $0.001 < 0.05$ , so the seventh hypothesis is accepted. This means that work motivation significantly mediates

This is in line with the characteristics of work at PT Pelabuhan Cilegon Mandiri, which requires coordination between functions in every port service process. When team members help each other, communicate well, and show concern for their colleagues, employees will feel supported in carrying out their work. This feeling creates a comfortable work environment, reduces stress during operational processes, and fosters enthusiasm for making the best possible contribution. This also aligns with research findings showing that concern for colleagues is the strongest dimension of the teamwork variable (Alijanzadeh et al., 2026).

The results of this study support *Social Exchange Theory* which explains that positive working relationships will encourage the emergence of mutual trust and a desire to repay the support received through increased work effort. In addition, the theory *Self-Determination* also explains that the need for connectedness (*relatedness*) is a basic psychological need that can increase intrinsic motivation. When employees feel accepted and supported by their team, they are more motivated to achieve shared goals, which ultimately results in improved performance (Assunç et al., 2022).

This demonstrates that the success of teamwork at PT Pelabuhan Cilegon Mandiri is measured not only by the ability to complete tasks collectively, but also by its ability to build employee motivation. Therefore, the company's efforts to strengthen a culture of collaboration, open communication, and caring among employees will provide dual benefits: increased motivation while resulting in improved performance. This demonstrates that work motivation is a crucial bridge connecting the quality of relationships among team members to the achievement of overall organizational performance.

## **5. Conclusion**

The phenomenon that occurred at PT. Pelabuhan Cilegon Mandiri was uneven work rotation, suboptimal teamwork, and indications of declining performance. The question underlying this research was why performance continued to improve amidst declining employee discipline. Therefore, the problem was formulated whether there was a significant influence of work rotation and teamwork on employee performance, both directly and indirectly through work motivation. After conducting an in-depth review through questionnaire analysis of 170 respondents tested using SEM PLS, the results showed that there was a significant influence of work rotation and teamwork on performance, both directly and indirectly through work motivation.

From the results of the analysis, the theoretical implications are to strengthen *Two Factor Theory* which explains that work motivation is influenced by *factor motivator* And *factor hygiene* Motivator factors relate to achievement, responsibility, self-development, and opportunities to gain new work experience, while hygiene factors relate to the work environment, communication, employee relationships, and work comfort. The practical implications are as follows: Job rotation needs to be directed as a competency development strategy, not just a job transfer. Teamwork become the main factor that increases work motivation through effective communication,

coordination and collaboration. Work motivation plays an important role in improving performance, so companies need to strengthen the reward system, career development, and recognition of achievements. Work experience is an organizational asset that needs to be managed through knowledge transfer to maintain operational stability.

This research has been carried out to the maximum, but the author is aware that there are still limitations, namely limitations in the research model, characteristics of respondents, and limitations in the research object so that Recommendations that can be given to PT Pelabuhan Cilegon Mandir Optimize competency-based job rotation and career development. Strengthen a culture of collaboration through communication. *team building*, And *knowledge sharing*. Increase work motivation through reward systems, feedback, and career development opportunities. For Further Researchers Adding other variables such as leadership, organizational culture, job satisfaction, or *work engagement*. Expanding research objects to other sectors or companies and using a cross-sectional approach *mixed methods* or longitudinally to obtain more comprehensive results.

## Statement of Use of Generative AI

During the preparation of this work, the author used ChatGPT to assist in improving clarity and readability of the text. The author reviewed and edited the output and takes full responsibility for the content of the publication.

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