

Research Article

Will The Employees of DJP Leave Their Jobs Due to Job Rotation Policy?: The Roles of Job Stress and Gender

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ABSTRACT

This study aims to examine the effect of job rotation on job stress and turnover intention based on transactional stress theory, while also analyzing the mediating role of job stress and the moderating role of gender. The study involved 180 employees of the Directorate General of Taxes who had experienced at least three job rotations, using questionnaires distributed directly and online. Data were analyzed using PLS-SEM. The findings show that job rotation policies significantly influence job stress and turnover intention. Job stress mediates the relationship between job rotation and employees' intention to leave. Female employees tend to experience higher job stress when transferred compared to male employees. Both male and female employees are more likely to consider leaving their jobs when job rotation and job stress are high. This research highlights transactional stress theory as an appropriate framework to explain the pathway from job rotation to job stress and turnover intention, filling a gap in previous studies that rarely examined this relationship from this perspective. The study also contributes by analyzing gender as a moderating variable. Practically, organizations should avoid implementing frequent rotation policies and should consider exceptions for female employees to minimize job stress and prevent turnover.

Keywords: Job Rotation; Job Stress; Turnover Intention; Transactional Stress Theory

1. INTRODUCTION

In the world of work, job rotation policies and practices are commonplace. The definition of job rotation itself is a change of position/workplace carried out by an organization horizontally and vertically. The aim is to improve the efficiency and effectiveness of work in an organization (Farida et al., 2018), to escalate employee insight and skills, to motivate employees, and to overcome work boredom due to the same work environment (Al-Romeedy, 2021). Meanwhile, in the public sector, job rotation is intended to prevent corruption and coalitions (Vakulchuk, 2016). In short, job rotation is a work method or system that organizations believe can improve the quality of human resources, increase job involvement and commitment, create satisfaction (Haider, 2024), and enhance organization and employees' performance (Alaflaq et al., 2024). All the positive outcomes of job rotation seem to be the basis for organizations to continue adopting the system. However, the question is, will the employees have the same thoughts as the organization when the job rotation policy is applied in a short period, like the job rotation policy of Direktorat Jenderal Pajak (DJP)?

Direktorat Jenderal Pajak (DJP) is the authority that collects tax revenue in Indonesia and is required to meet a significant portion of tax revenue realization. To fulfill its responsibility, DJP continues to carry out comprehensive tax reforms (Cahyadi et al., 2023). One of the DJP tax reforms is bureaucratic reform. The main goal is to enhance the quality of human resources (Adam et al., 2020). To achieve the goal of bureaucratic reform, DJP implements a job rotation policy as stated in The Decree of Directorate General of Taxes No. KEP-228/PJ/2018, and the job rotation scheme is outlined in The Regulation of Minister of Finance No. 39/PMK/01/2009. The regulation explains the scheme of transfer for structural officials is in 2 to 5 years of service, and the transfer of functional officials is when other work units of the DJP request, with a time of service at least two years. All employees, without exception, structural and functional officials, continue to be transferred because they were assumed to have adapted and shown their performance within two years of service. Besides, DJP has more than 500 work units spread throughout Indonesia. Thus, DJP can transfer its employees to other units periodically in a short period.

The job rotation scheme for DJP employees can be said to be running quite fast. Despite this, the Minister of Finance states in the regulation that this scheme is considered effective in improving DJP performance. This thought is not entirely wrong, considering that many previous researchers have proven the benefits of job rotation, such as research by Fernando

and Dissanayake (2019) and Emam et al. (2019) found a strong positive relationship between job rotation and job performance. Then, Suleman et al. (2023) found job rotation significantly affects organizational commitment, person-job fit, and job satisfaction. Furthermore, Kavya (2024) found a positive relationship between job rotation, job enrichment, and employee engagement, and Younus (2024) found a significant effect of job rotation on the quality of service. However, previous researchers did not explain what kind of job rotation scheme could provide positive results. Meanwhile, transactional stress theory explains that individuals will have different appraisals and emotional responses to the duration and intensity of environmental demands, and the closer the interval of events uncertainty that the environment demands, the more impaired the individual's mental health and judgment will be (Kaveh et al., 2023). It can explain that the emotional response and appraisal of employees who get transferred every three and every six years will not be the same. Therefore, previous studies cannot be generalized due to differences in organizational job rotation schemes and the differences in employee appraisal and emotional responses toward job rotation policies. Moreover, there are inconsistencies in the findings of previous research where some researchers found negative results from job rotation policies, like the studies conducted by Lee and Lee (2018), Santos et al. (2019), and Foroutan et al. (2021), which found that job rotation can reduce employee productivity and performance. In addition, Shin et al. (2021) stated that job rotation is costly and a burden because employees have to find a new place to live and continue to adapt to the new environment. The inconsistency of previous research findings highlights a gap that needs further investigation to obtain a more comprehensive explanation of job rotation policies. In addition, not many previous researchers have analyzed job rotation policies from the perspective of transactional stress theory, even though this theory can describe the process of appraisal and decision-making (coping mechanisms) of individuals against environmental demands.

As is known, employees in their work life always deal with work demands like job rotation policy, and according to transactional stress theory, demands are stressors. This statement emphasizes the job rotation policy is a stressor for DJP employees. However, this stressor is not always considered negative (threat) but sometimes positive (challenge/motivation) (Sun et al., 2023). It depends on how the emotions and cognition of a person evaluate them, and the factor that defines their evaluation the most is the duration of the stressor. The assumption is that the longer a person is under a stressor, the greater the stress, and the longer a person enduring stress, the weaker they become, psychologically and physically (Anniko, 2018). Based on the explanation of transactional stress theory, it is possible to assume that a short period of DJP's job rotation scheme puts employees under pressure or experiencing job stress. Yet, this is only an assumption and requires further investigation.

Furthermore, transactional stress theory explains secondary appraisal or coping stress is a mechanism where individuals try to overcome stress. Related to this, there is a phenomenon regarding DGT employees who resign and take unpaid leave, which increases every year with a percentage of 0.49% in 2019, 0.59% in 2020, 0.70% in 2021, 0.84% in 2022, and 1.26% in 2023. The percentage is indeed low, but the increasing trend shows there is an event that makes employees decide to leave their jobs when DJP remuneration is the biggest of all public sectors in Indonesia. To prevent this trend from increasing in the future, the DGT needs to know the cause, and we assume the cause was related to the job rotation policy. The assumption refers to the explanation of transactional stress theory that individuals who continue to get demands from the environment will seek unusual alternatives or step out of the stressor. This coping strategy is called problem-focused coping (Lim et al, 2023). However, the validation of this assumption still needs to be proven. Given the assumptions outlined earlier, this study aims to verify that job rotation policy is a stressor that leads employees to experience job stress, and planning to leave their jobs is an employee coping mechanism to get out of stressors. The objective highlights what transactional stress theory emphasizes, that environmental demands will affect an individual's emotional response (stress), and the individual's appraisals toward demands determine the coping strategy chosen (Rumbold and Didymus, 2021). In addition, this study also added gender as a moderating variable because men and women have different appraisals in responding to stress (Lelek-Kratiuk & Szczygiel, 2022).

This study is critical because stress is a hidden disease that will affect the mental and physical health of employees if they continue to be under stressors for a long time. Thus, analyzing the research findings through the perspective of transactional stress theory can determine the impact of the job rotation policy on employees' emotional and cognitive responses because this theory describes the nature of stress. In addition, analyzing the coping strategy chosen by employees, namely problem-focused coping (leaving the job) to get out of the stressor (job rotation policy), can help the organization in regulating policies because transactional stress theory can clarify whether the job rotation policy is a challenge/motivation or an obstacle/threat. Furthermore, adding gender as a moderating variable can justify which employees have the most impact on job rotation policies based on their emotional response to stressors. The information from these findings will help organizations to determine a better regulation that is appropriate for the conditions of employees. Thus, job stress can be reduced. This article consists of several sections, i.e., the introduction and literature review explaining the supporting theory, continued by hypothesis development. Next, it outlines the methodology and continues with a discussion of the findings and implications. The last section is suggestions for future research.

2. RESEARCH METHOD

This study aims to determine the causal relationship between job rotation and job stress on turnover intention. Thus, the design of this study is quantitative explanatory. The study was conducted in all work units of DJP at West Sumatra and Jambi regional offices using purposive sampling techniques with the criteria that employees had transferred at least three times. The DJP's West Sumatra and Jambi regional offices have 11 units with 983 employees, and the sample size of this research is 180 by referring to Hair et al. (2017) sample size formula. Data was collected using a questionnaire that measures with 1-5-point Likert scales, where "1" means strongly disagree, and "5" means strongly agree. The questionnaire was distributed directly to the employees in the Padang City work unit area and online outside Padang City. The questionnaire consisted of two sections. The first section is for respondents' characteristics, and the second is for variable measurement. The section for variable measurement consists of 18 statements divided into six items to describe job rotation, seven items to describe job stress, and five items to clarify turnover intention. Each item refers to items that have been tested by previous research, where job rotation items from Foroustan et al. (2021), job stress from Xu et al. (2018), and turnover intention from Memon et al. (2020). The hypothesis is tested through Partial Least Squares Structural Equation Modeling (PLS-SEM) using Smart PLS 3.35 software. There are several steps in SEM-PLS analysis. First, outer model is to testing, is to test the validity and reliability of the items. The assessment criteria are valid if the factor loading value is >0.70, and the Average variance Extracted (AVE) value is > 0.50, and reliable if the Composite Reliability value is >0.60 and the Cronbach's alpha value is > 0.7. Second, inner model testing is to prove the hypothesis by looking at the value of coefficient determinants and significance values. The direct and mediation effects testing uses the bootstrapping and multigroup bootstrapping procedure for moderator effect because the variable, i.e., gender, is a categorical variable. The assessment criteria are significant if the p-value is > 0.05.

3. RESULTS AND DISCUSSION

3.1 Respondent's Characteristic

The first section of the questionnaire was about the profile of the respondents and the results presented in Table 1. Regarding gender, there is no difference in the proportion of male employees (52.1%) and female employees (47.9%). Meanwhile, in group age, most DJP employees are in the age group 41-50 (55.0%), followed by those aged 30-40 (39.6%). Based on education, most DJP employees have a bachelor's degree (55.0%), followed by a diploma (39.6%). As for the number of transfers, most employees have transferred more than five times (46.7%), and followed by employees who have transferred five times (34.2%).

Table 1. Respondent Characteristics

Characteristics	Description	Frequency	%
Gender	Male	93	51.7
	Female	87	48.3
Age	30 – 40 Years	79	43.9
	41– 50 Years	88	48.9
	> 50 Years	13	7.2
Education	Diploma	54	30
	Undergraduate	81	49.4
	Master	37	20.6
Has been transferred	3 times	9	5.0
	4 times	28	15.6
	5 times	59	32.8
	> 5 times	84	46.7

3.2 Measurement Model Analysis

Measurement model analysis is a first-order test to assess the validity and reliability of the model, and the test results are presented in **Table 2**. The model is valid and reliable when the outer loading value is >0.70, AVE >0.50, Composite Reliability > 0.60, and Cronbach's alpha value is >0.7. The measurement results show that the model fits the PLS-SEM first-order assessment criteria, and this means that indicators used to measure job rotation, job stress, and turnover intention are valid and reliable.

Table 2. The Result of First-order Test

Indicators	Outer Loading	AVE	CA	CR	Conclusion
Job Rotation					
Believe transfer is a form of job development	0,700				
Transfer expands the knowledge and skills of the employees	0,802				
Willing to be transferred anytime	0,740	0.587	0.859	0.895	Valid and Reliable
The organization asks for the employee's willingness before being transferred	0,738				
Believe that transfer is a beneficial work system for employees	0,833				
Overall, do not mind being transferred	0,777				
Job Stress					
Stress due to workload	0,755				
Stress due to interpersonal relationships	0,837				
Stress due to imbalance between work and family	0,824	0.653	0.911	0.929	Valid and Reliable
Stress due to management demands	0,763				
Stress due to tasks	0,780				
Stress due to organizational policies	0,875				
stress due to workplace	0,815				
Turnover Intention					
Seriously considering leaving the current job to work for another company	0,808				
sometimes feel like quitting the current job	0,815	0.689	0.887	0.917	Valid and Reliable
will likely look for a new job in the next few years	0,803				
The likelihood of leaving the current job within the next six months is high	0,881				
Would quit a current job if conditions were a little worse than what it is now	0,840				

Based on the results of instrument testing, all variables in this study were declared valid and reliable. The job rotation variable shows good results with indicator loading values ranging from 0.700 to 0.833. The Average Variance Extracted (AVE) value is 0.587, Composite Reliability (CR) is 0.895, and Cronbach's Alpha (CA) is 0.859. This shows that all indicators are able to represent the job rotation construct consistently and reliably. In the work stress variable, the indicator loading value ranges from 0.755 to 0.875. The AVE is 0.653, CR is 0.929, and CA is 0.911, which indicates that the job stress construct has a very good level of validity and reliability. Each indicator can reflect this variable optimally. Meanwhile, the turnover intention variable also showed strong results, with indicator loading values ranging from 0.803 to 0.881. AVE is 0.689, CR is 0.917, and CA is 0.887. Thus, the instruments used in measuring the intention to change jobs are declared valid and reliable. Overall, all constructs in this study have met the criteria for good measurement, so it can be concluded that the instruments used are suitable for measuring each of the variables studied.

3.3 Hypotheses Testing

3.3.1 Direct Effect

The direct effect in this study consists of 3 hypotheses, and the hypothesis is accepted if the t-statistic value > 0.05 and the p-value < 0.05. The results of the direct effect hypothesis test are presented in Table 3. As for the first and third hypotheses, the structural model shows a positive effect of job rotation on job stress and turnover intention, where the coefficient values are 0,627 and 0,275. Meanwhile, for the significance of job rotation effect on job stress and turnover intention, we obtained a p-value less than 0.05 and a t-statistic value more than 1.96. The results imply that job stress and employees' desire to leave their jobs can be determined by how often employees have transferred. Therefore, H1 and H3 are accepted. The findings indicate that the more frequently DJP employees change workplaces due to the job rotation policy, the more their job stress will increase and the greater the desire to leave their jobs. Furthermore, the results of the direct effect of job stress on turnover intention also show a positive coefficient direction where the value is 0,389, which means that the job stress perceived by employees can determine their desire to quit their jobs. Likewise, the significance value shows a p-value less than 0.05 and a t-statistic value greater than 1.96. Thus, H5 is accepted, which means there is a significant influence between job stress and turnover intention. In other words, employees intend to leave their jobs when job stress is high.

Table 3. Path Coefficient Direct Effect Results

	Coefficient	T Statistics	P Values	Results
Job Rotation -> Job Stress	0,627	13,394	0,000	Significant
Job Rotation -> Turnover Intention	0,275	3,474	0,001	Significant
Job Stress -> Turnover Intention	0,389	5,341	0,000	Significant

3.3.2 Mediating Effect

The indirect effect of job stress on the relationship between job rotation and turnover intention, presented in Table 4, shows a positive direction where the coefficient value is 0.244, the p-value is 0.000, and the t-statistic value is 4.899. These findings indicate a significant influence between job rotation and job performance when mediated by job stress because the p-value is less than 0.05 and the t-statistic value is more than 1.96. Thus, H7 is accepted. This finding proves that job rotation can determine employee turnover intention when mediated by job stress. The more often employees relocate, the higher the level of job stress, and this situation indirectly makes employees desire to quit their jobs.

Table 4. Path Coefficient Indirect Effect Results.

	Path Coefficients	T Statistics	P Values	Results
Job Rotation -> Job Stress -> Turnover Intention	0,244	4,899	0,000	Significant

3.3.3 Moderating Effect

The findings of the moderation effect are from the multigroup bootstrapping results. The test results are in Table 5, and it shows that both males and females have an effect in moderating the relationship between job rotation and job stress where the direction of the relationship is positive, with a coefficient value of 0.557 for male and 0.703 for female employees. As for the p-value, both males and females obtained a value less than 0.05, and this finding proved the hypothesis. However, looking at the coefficient values, female employees feel more stress when transferred than male employees. For the fourth hypothesis, we obtained a p-value of male employees is 0.009 and 2.606 as the t-statistic value, while the p-value of female employees is 0.020 and the t-statistic is 2.339. These results indicate that the fourth hypothesis is accepted, that the employee gender affects the causal relationship between job rotation and turnover intention. Nevertheless, the coefficient values of male and female employees are not much different, and this implies that both male and female employees desire to leave their jobs when job rotation is too much. As for the moderating effect of gender on the relationship between job stress and turnover, we found a positive impact with a coefficient value of 0,452 for males and 0,332 for females, while the p-value is 0.000 for males and 0.007 for females. These findings highlight that the sixth hypothesis is accepted. However, judging by the coefficient values of male and female employees, the difference is only slight, though men have more intention to quit their jobs when stress is high.

Table 5. Multigroup Bootstrapping Results

	Path Coefficients (Male)	Path Coefficients (Female)	t-Value (Male)	t-Value (Female)	p-Value (Male)	p-Value (Female)	Results
Job Rotation -> Job Stress	0,557	0,703	7,697	12,711	0,000	0,000	Significant
Job Rotation -> Turnover Intention	0,238	0,322	2,606	2,339	0,009	0,020	Significant
Job Stress -> Turnover Intention	0,452	0,332	5,006	2,693	0,000	0,007	Significant

3.3 Discussion

The findings of the first hypothesis (H1) indicate a positive relationship between job rotation and job stress, and this positive relationship in transactional stress theory because stress is a response to the cognitive and emotional appraisal of individuals to demands or requests from their environment, the more often individuals receive demands from their environment, the higher the stress experienced by individuals (Uzunkaya and Berk, 2023). Furthermore, transactional stress theory explains that major changes, events out of control, and daily hassles are considered stressors (Anniko, 2018). The statement of the theory is in accordance with the conditions experienced by employees when they are transferred. Employees are faced with major changes when they are transferred, starting from the work environment, residence, and people. Not just that, employees also have to take care of many things when they transfer, such as finding a house, children's school, how to commute, and many more. Not to mention having to adapt. Therefore, this job rotation policy has a relationship with job stress. This finding is in line with Foroutan et al. (2021), which states that job rotation policies have

an impact on the presence of stress. When employees feel the new environment does not fit with them, they will get stressed, and when job rotation occurs, employees need to start everything from scratch, and the process of adapting and learning new things takes time. During this learning and adaptation process, conflicts will arise, causing work stress (Fernando and Dissanayake, 2019). In addition, most employees do not have proper preparation when they transfer, and this makes employees experience hidden stress (Lee et al., 2017).

In addition to the findings of H3, transactional stress theory explains the significant influence of job rotation on turnover intention because when an individual feels an inner struggle due to environmental demands and no longer can tolerate those demands, then the individual will carry out a secondary cognitive assessment, namely a coping mechanism or search for alternatives to get out of the tensions (Ewert et al, 2024). Furthermore, this theory explains that when individuals feel that stressors affecting their physical health, mental health, and social life, then one of the coping strategies chosen is problem-focused coping, which deals with problems related to stressors from the root to eliminate stress. Generally, this coping is thought out carefully and through several considerations, one of which is how much impact the demands or events have on themselves and those closest to them. These thoughts and considerations become the basis for decision-making, whether to leave the stressor or look for other alternatives but still endure the stressor (Ramasubramanian, 2017). By this opinion, employees decide to leave their jobs when employees feel that the job rotation policy has disturbed their inner peace and relationships with the closest people, such as being away from family or separated from children and wife, and so on. When employees feel that the threats from the job rotation policy can no longer be tolerated, then employees will choose to leave their jobs. The research findings of H2 are supported by Prasetyanto's (2020), which states that employees who work outside their homebase (village/family residence) due to job rotation have a strong urge to quit their jobs. Furthermore, Weerasinghe and Dilhara (2018) added that employees who feel that there is no balance between their personal life and their work due to mutations will be willing to quit their jobs. Furthermore, Fernando and Dissanayake (2019) stated that job rotation carried out over a long period will affect job satisfaction, work commitment, and turnover intention. Moreover, Renu (2021) states that job rotation can have positive and negative impacts. The positive impact is the opportunity for employees to learn many new things, and increase competence, and promotions. Meanwhile, the negative impacts are work stress, decreased performance, and turnover intention.

The transactional theory also explains why employees choose to leave their jobs when stress increases because stress has disrupted the individual's mental health and their relationships with those around them. When the stress is high, and all emotional coping alternatives are unable to reduce stress, then a desire will arise within the individual to get out of the environment that triggers stress (Kato, 2021). At this stage, the individual will change the stress coping mechanism from emotional stress coping to stress coping that focuses on solving problems, such as seeking and collecting information from experts or getting out from the stressor (Asih et al., 2018). The finding of H5 is supported by Cho et al. (2020) stated that the relationship between work stress and turnover intention is a perfect combination in the world of work because the higher the work stress, the higher the employee's intention to leave the company. Furthermore, Grasiawaty and Handayani (2020) stated that work stress is a dominant factor influencing employee turnover intentions. Emotional exhaustion and depersonalization due to work stress while carrying out their duties trigger the emergence of turnover intentions (Xu et al, 2018). Not much different, Annisa (2020) added that stress plays a dysfunctional role in organizations that causes absenteeism and turnover intentions in employees.

The findings for H7 show that job rotation has a significant effect on turnover intention when mediated by job stress, and the transactional stress theory explains its effect because environmental demands are the source of individual stress. Individuals will attempt to cope with the stress through coping (Obbarius et al, 2021). However, coping strategies depend on the level of stress and the degree of negative emotions. When stress levels and negative emotions are high, individuals will be depressed and find it difficult to solve problems related to the stressor. However, if negative emotions are not too high, then individuals will be able to solve problems related to the stressor, and one of the strategies chosen is to leave the stressor (Kaveh et al, 2023). Referring to the theoretical statement, it can be understood that employees will feel high stress when they are frequently transferred. However, this does not make employees feel depressed because they have a problem-solving (cognitive) ability. Therefore, when employees can no longer tolerate demands for transfers, they will overcome it by leaving their jobs. This statement is supported by Mlekus and Maier (2019), who argue that job rotation produces instability, resulting in stress and resistance to change, and this inner state makes employees want to leave the organization. Furthermore, Renu (2021) in his research states that job rotation has a negative impact when resistance and job stress arise and lead to a desire to leave the organization. Not much different, Sidhu et al (2020) explained that changes in the work environment due to rotation can cause work stress, and the consequences of work stress are burnout and turnover intention (Klein, 2019).

Related to roles of gender, it was found that female employees were more stressed when transferred than male employees, and the reason according to transactional theory because men and women have different responses to stress. Men tend to interpret environmental demands (stressors) as challenges, while women interpret them as obstacles. Therefore, women are more likely to have high stress when faced with environmental demands compared to men (Wurtz, 2022). In addition, men (masculine) are more efficient and flexible in their ability to cope and adapt to different situations due to environmental demands (stressors). While women (feminine) depend more on the mental support of the family and when faced with

demands, women will interpret differently and take a lot of time to adapt (Ovsyanik, 2022). Yunita and Saputra (2019) stated that women experience higher stress levels than men when they are transferred because women have many roles in their routines and sometimes are not ready to face the demands and challenges due to the job rotation policy. Unlike men who tend to be able to deal with stress in different environments. In addition, the working hours of women and men tend to be the same. However, the time women spend with their families is higher than men. Therefore, women have a much closer bond with family and domestic responsibilities than men, and when they are sent away from their home base due to work demands, the stress level of female employees is higher than male employees (Kraimer et al, 2022). Moreover, Kalu et al. (2020) added that male employees' work stress triggers are generally related to finance and work-related events, while women are more concerned with family and health problems. Furthermore, Solanki and Mandaviya (2021) state that women are more at risk of experiencing high work stress related to the work environment because women prioritize work-life balance.

The influence of gender in decision-making, such as leaving a job, transactional stress theory explains that although gender responses to environmental demands are different. However, the cognitive of both genders are equally looking for solutions to interpret and overcome stress from environmental demands (Ovsyanik, 2022). About this statement, it can be explained that even though the employees transferred, both male and female employees will consider their decision to leave their jobs. However, when the transfer policy is no longer tolerable, male and female employees will decide to leave their jobs. Therefore, from the research findings, there is no significant difference in the moderating effect of female and male employees in moderating the relationship between job rotation and turnover intention. However, when stress is high, male employees will tend to leave their jobs without much consideration. As explained in the transactional stress theory, men's stress coping is determined by primary assessments without the need for references from secondary assessments, while women are determined by primary and secondary assessments. Women's coping mechanisms are more complex than men's, and the implication is that when women's stress coping fails to overcome stress, women's stress will increase in contrast to men, who only use available resources to cope with stress without seeking other resources and do not need to take references from secondary assessments (Wurtz, 2022).

4. CONCLUSION

Rotation policy is widely practiced by organizations. However, this policy makes employees experience work stress. As explained in the transactional theory, demands are stressors. If employees keep transferring once every six years, maybe employees will not feel too much pressure. Moreover, if employees keep transferring every two or three years, then the stress of employees due to the job rotation policy will pile up. This situation is certainly not good for employee health. In addition, when employees continue to experience transfers every three years, and employees no longer can accept that policy, then the employees will feel the desire to leave their jobs. Therefore, the research findings show that job rotation can affect job stress and turnover intention positively. In addition, Job Stress also has a role in determining the desire of employees to leave their jobs, and indirectly, employees who feel depressed because of job rotation policy also have the desire to leave their work. Meanwhile, regarding gender, it is known that female employees are more depressed when transferred than men. Even so, be it male or female employees will leave their jobs when the job rotation policy is too much and stress levels ruin their inner peace and work-life balance. The findings of this research can provide information to the organization in implementing work rotation policies, and the organization should not apply a short period for the rotation scheme. In addition, through the findings of this research, companies can implement several strategies to reduce employee job stress through rotation policies, such as providing residence, because finding residences when transferred is very tiring. Moreover, the company can provide counseling services to employees so that employees' job stress can be reduced and their desire to leave their jobs also can be reduced. In addition, organizations can make gender-related policies when transferred because there are differences in emotional responses between male and female employees when transferred. This study has several limitations, namely the small sample proportion compared to the large population and this can affect the generalization of the results. In addition, this study was conducted in a relatively short time, and this has an impact on sampling and the depth of research analysis. Then, data collection relies on self-filled questionnaires, which have the potential to cause bias that can affect the results of the study. It is recommended that further studies take a large sample. In addition, this job rotation policy is interesting to study. However, this study only analyzes the effect of job rotation stress and turnover intention. Hence, further studies may address the impact of job rotation on some other outcomes such as work-life balance, family-work conflict, and organizational effectiveness.

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