



The Effect of Leadership Style, Rotation and Motivation on Performance (Literature Review)

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Abstract: The Literature Review article on the Influence of Leadership Style, Rotation and Motivation on Performance is a scientific article that aims to build a research hypothesis on the influence of variables to be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this literature review article are: 1) Leadership Style influences Performance; 2) Rotation has an effect on Performance; and 3) Motivation influences performance.

Keyword: Performance, Leadership Style, Rotation and Motivation

INTRODUCTION

Every undergraduate, graduate and postgraduate student must conduct research in the form of a undergraduate thesis, thesis and dissertation. Likewise for lecturers, researchers and other functional staff who actively conduct research and create scientific articles for publication in scientific journals. Scientific papers is one of the requirements for students to complete their studies at most universities in Indonesia. This provision applies to all levels of education, namely undergraduate thesis (S1), thesis (S2) and dissertation (S3). Based on empirical experience, many students and authors have difficulty finding supporting articles for their scientific papers as previous research or as relevant research. Relevant articles are needed to strengthen the theory being researched, to see the relationship or influence between variables and build hypotheses. This article discusses the influence of Leadership Style, Rotation, and Motivation on Performance, a literature review study in the field of Human Resource Management.

LITERATURE REVIEW

Performance

Here are some definitions of performance described by several researchers. Performance is the result of work that has been achieved by a person from his work behavior in carrying out

work activities (Mukhtar, A., & UA, A. N. A., 2020). Performance dimensions or indicators are the quality of work and the amount of work according to standards (Mukhtar, A., & UA, A. N. A., 2020). Employee performance is a description of the quality and quantity achieved by employees in accordance with what is done in carrying out the duties and responsibilities given by the employer (Bahri, S., 2019). There are five indicators used to measure performance, namely; (1) quality, (2) quantity, (3) timeliness, (4) effectiveness, (5) independence, (Bahri, S., 2019). Performance is the result of work that can be achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals that are carried out legally, do not violate the law and are in accordance with morals and ethics, (Arianty, N., 2015). Dimensions or performance indicators are quality of work, quantity of output, whether or not they can be relied upon, and cooperative attitude (Arianty, N., 2015).

Performance has been studied by many previous researchers including (Atatsi, E. A., Stoffers, J., & Kil, A., (2019), (Utin, N. H., & Yosepha, S. Y., (2019) and (Kuswati, Y. (2020)

Leadership style

Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved. Leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader (Aisah, S. N., 2020). Dimensions or indicators of leadership style, namely: decision making, leader behavior, and leadership orientation have a significant effect on improving employee performance, (Aisah, S. N., 2020). Leadership style is a behavioral norm that is used by a person when that person tries to influence the behavior of others to achieve his goals (Kamal, F., Winarso, W., & Hidayat, W. W., 2020). The dimensions or indicators of leadership style consist of commendable character and personality, desire to serve subordinates, understand environmental conditions, high intelligence, forward-looking, open and straightforward attitude (Kamal, F., Winarso, W., & Hidayat, W. W., 2020). Leadership style is a manifestation of the behavior of a leader which concerns his ability to lead and influence his employees in carrying out their duties (Jamaludin, A., 2017). Dimensions or indicators of leadership style are leadership behavior, ability to lead, and ability to influence employees (Jamaludin, A., 2017).

Leadership style has been studied by many previous researchers including (Trang, D. S., 2013), (Siagian, T. S., & Khair, H., 2018) and (Guterres, L. A., & Supartha, W. G., 2016).

Job Rotation

Job rotation can increase the ability to develop employees so that it has an impact on performance achievement. Where the notion of job rotation is the process of transferring an employee from one task to another, (Setiadi, S., Ruswandi, W., & Resmanasari, D., 2021). Job rotation indicators are: 1. boredom at work, 2. Increased insight, skills and competencies, 3. Preparation for management, 4. The right work position according to choice and 5. Increased social relations, (Setiadi, S., Ruswandi, W., & Resmanasari, D., 2021). Job rotation or rolling is the transfer of a person's work in an organization to another job that has the same level or level as the job position before experiencing a job transfer (Sulistiowati, D., Nur, M., & Syafei, I., 2015). The dimensions of job rotation consist of job burnout, decreased productivity, employee emotion, and the desire to resign (Sulistiowati, D., Nur, M., & Syafei, I., 2015). Job rotation is moving employees to be able to do more than one job in order to improve skills and abilities in various fields, reduce boredom, increase motivation, increase knowledge and experience of employees, (Hapsari, N., & Laura, N., 2022). The dimensions or indicators of work rotation are shifts due to employee abilities, shifts due to employee knowledge, and shifts due to employee saturation (Hapsari, N., & Laura, N., 2022).

Job rotation has been studied by many previous researchers including (Untari, D., & Muliadi, W, 2018), (Nurdiana, T, 2011) and (Cahyati, I. A., (2018).

Motivation

Motivation is a condition in a person's personality that encourages individual desires to carry out certain activities in order to achieve goals (Ekhsan, M., 2019). The dimensions or indicators of motivational variables are the need for income, the need for relaxation, the need for profit, and the urge to work (Ekhsan, M., 2019). Motivation is a reflection of the level of energy, commitment and creativity possessed by employees in carrying out their work (Shahzadi, I. et. Al, 2014). The dimensions or indicators of motivation are personal satisfaction, pride if you can finish the job well, unhappy if you finish the work below standard, like to look back at work that has been done well, always think about the best way to get the job done (Shahzadi, I. et al. Al, 2014). Motivation is an organic function of management, its success depends on management's ability to apply motivational principles (Kuswati, Y. (2020). The dimensions or indicators of motivation are the principle of participation, the principle of communication, the principle of recognition, the principle of delegated authority, and the principle reciprocity (Kuswati, Y. (2020).

Motivation has been studied by many previous researchers including (Murti, H., & Srimulyani, V. A., (2013), (Wahyudi, A., & Suryono, J., (2006) and (Ranihusna, D., (2010).

RESEARCH METHOD

The writing method of this Literature Review article is the Qualitative Descriptive method and Library Research, sourced from online applications such as *Google Scholar*, *Mendeley* and other online academic applications. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not lead to the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is exploratory in nature, (Ali & Limakrisna, 2013). Metode penulisan artikel Literature Review ini adalah dengan metode Kualitatif Deskriptif dan kajian Pustaka atau Library Research, bersumber dari aplikasi online *Google Scholar*, *Mendeley* dan aplikasi akademik online lainnya.

FINDINGS AND DISCUSSION

Relevant Article Reviews

Reviewing relevant articles as a basis for establishing research hypotheses by explaining the results of previous studies, explaining similarities with research plans and differences in research plans with previous authors.

Tabel 1: Relevant Past Research

No	Author (Year)	Previous Research Result	Similarities to This Article	Difference With This Article	Hypothesis
1	Basna, F. (2016)	Leadership Style, Job Satisfaction, Organizational Commitment and Competence affect Employee Performance	Leadership Style influences Employee Performance	Job Satisfaction, Organizational Commitment and Competence affect Employee Performance	H1
2	Rahmawati, Y. (2019)	Leadership Style, Job Rotation, Motivation, and Job Satisfaction affect Employee Performance	Leadership Style and Job Rotation affect Employee Performance	Job Satisfaction affects Employee Performance	H1

3	Firdiyansyah, I. (2021)	Leadership Style, Job Rotation and Compensation affect Performance	Leadership Style and Job Rotation affect Employee Performance	Compensation affects Employee Performance	H1
4	Rahman, T., & Solikhah, S. (2016)	Job Rotation, Work Motivation, and Job Satisfaction affect Employee Performance	Job rotation affects performance	Job Satisfaction affects Employee Performance	H2
5	Saryanto, S., & Amboningtyas, D. (2017)	Job rotation, stress, job satisfaction and organizational commitment affect employee performance	Job rotation affects employee performance	Stress, Job Satisfaction and Organizational Commitment affect Employee Performance	H2
6	Sari, M., Onsardi, O., & Arianto, T. (2020)	Job rotation and mutation affect performance	Job rotation has an effect on Employee Performance	Work Mutations affect Performance	H2
7	Rahman, T., & Solikhah, S. (2016)	Job Rotation, Work Motivation, and Job Satisfaction affect Employee Performance	Motivation influences Employee Performance	Job Satisfaction affects Employee Performance	H3
8	Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019)	Work Motivation, Work Environment, Work Culture affect Employee Performance	Motivation influences Employee Performance	Work Environment and Work Culture affect Employee Performance	H3
9	Rozalia, N. A., Nayati, H., & Ruhana, U. I. (2015)	Work motivation and work discipline affect employee performance	Motivation influences Employee Performance	Work Discipline influences Employee Performance	H3

Analysis between Variables

The Effect of Leadership Style on Performance.

Leadership Style influences Performance, where the dimensions or indicators of Leadership Style (giving orders, good relations, solutive, participatory, motivational, charisma) affect the dimensions or indicators of Performance (*quality of work, job knowledge, quantity of work, personal qualities*), (Depitra, P. S., & Soegoto, H. (2018). To improve performance by paying attention to Leadership Style, what management must do is choose the right Leadership Style, where if the Leadership Style is applied correctly and appropriately it will be able to direct the achievement of organizational and individual goals (Winarso, W., 2019). Leadership style affects performance, if the leadership style is well perceived by employees, it will increase performance (Cahyadi, B., 2019).

Leadership style influences performance, this is in line with research conducted by: (Mukti, M., 2017), (Utami, L., Sarianti, R., & Mesta, H. A., 2016), and (Yuniarti, D., & Suprianto, E., 2020).

The Effect of Job Rotation on Performance.

Job rotation affects performance, where rotation dimensions or indicators (work achievement, work experience, level of employee needs) affect performance dimensions or indicators (input, output, outcome), (Untari, D., & Muliadi, W., 2018) . To improve performance by paying attention to rotation, what management must do is rotate periodically

to prevent boredom due to working too long on one type of work, where boredom will reduce employee performance (Sari, M., Onsardi, O., & Arianto, T., 2020). Rotation affects performance, if rotation is perceived well by employee, this will improve performance (Siwy, H. R., 2017). Rotation has an effect on performance, this is in line with research conducted by: (Aini, N., & Tulus, T., 2015), (Adjei, D., 2012), and (Akbari, A., & Maniei, R., 2017)

The Effect of Motivation on Performance.

Motivation influences performance, where the dimensions or indicators of motivation (physical needs, needs for security and safety, social needs, needs for appreciation, and needs for self-actualization) influence dimensions or indicators for performance (quality, quantity, timeliness, cost-effectiveness, and interpersonal relations), (Rahayu, K. W., 2017). To improve performance by paying attention to motivation, what must be done by management is to motivate employees so that their performance increases, where motivation is something that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results (Yunarifah, U.N., & Kustiani, L., 2012). Motivation affects performance, if motivation is perceived well by employees, this will increase performance (Abadi, R., Hardoyo, S. R., & Giyarsih, S. R., 2016).

Motivation affects performance, this is in line with research conducted by: (Murti, H., & Srimulyani, V. A., 2013), (Permanasari, R., 2013), and (Theodora, O., 2015).

Conceptual Framework

Based on the formulation of the problem, theoretical study, relevant previous research and discussion of the influence between variables, the conceptual framework for this article is obtained as below.

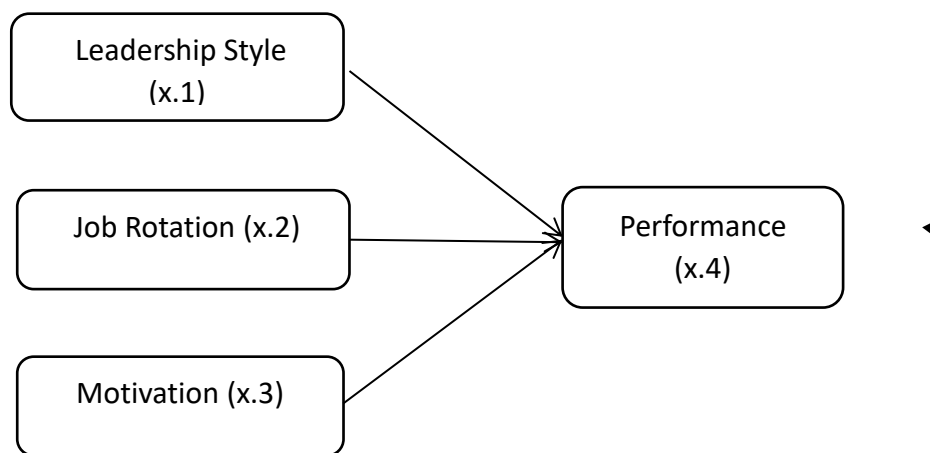


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, it can be seen that Leadership Style, Rotation, and Motivation affect Performance.

In addition to these three exogenous variables that affect performance, there are many other variables that affect employee performance, including:

- 1) Organizational Culture: (Harini et al., 2020), (Elmi et al., 2016) and (Limakrisna et al., 2016),
- 2) Discipline: (Elmi et al., 2016), (Ali, 1926), (Agussalim et al., 2016)
- 3) Governance: (Ansori & Ali, 2017), (No et al., 2017), (Agussalim et al., 2020)

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the theories, relevant articles and discussion, hypotheses can be formulated for further research:

1. Leadership Style influences Performance.
2. Rotation affects performance.
3. Motivation influences performance.

Suggestions

Based on the conclusions above, the suggestion for the next author is that there are many other factors that affect performance, besides leadership style, rotation, and motivation. Therefore, further studies are still needed to look for these other factors. Other factors affect performance in addition to the three variables examined in this article, such as *the work environment, work facilities and work teams*.

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