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# The Effect of Job Rotation, Competency and Rewards on Employee Productivity Through Work Motivation in the Money Management Department of Bank Indonesia

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***Abstract.*** *This study aims to analyze and determine how job rotation, competence, and rewards influence employee productivity, with work motivation as a mediating variable to assess the extent of its role in affecting the relationship between job rotation, competence, rewards, and employee productivity. The population of this study consists of employees from the Money Management Department of Bank Indonesia, with a sample of 130 respondents. Data collection was conducted using a Likert-scale questionnaire. The sampling technique employed proportional random sampling, and data analysis was performed using Smart PLS 3.2.9 software to examine the relationships between variables. The results indicate that job rotation, competence, and rewards have a significant influence on employee productivity. Meanwhile, the role of work motivation in mediating the relationship between job rotation and competence with employee productivity shows a positive but insignificant effect, whereas the relationship between rewards and employee productivity is positively significant. This suggests that the influence of job rotation and competence on productivity is stronger when exerted directly, without the need for increased motivation as an intermediary.*

***Keywords:*** *Competence; Employee; Department; Rotation.*

## 1. Introduction

Productivity reflects an employee's ability to optimally complete company-defined tasks to achieve organizational goals, both in terms of effectiveness and efficiency. Every progress-oriented company continually strives to improve its work productivity. Essentially, productivity refers to the inverse ratio between input and output, where a system is considered productive if it is able to produce greater output with less input. Dewi et al., 2024).

To achieve established targets, companies need to maintain optimal productivity levels. Employees with high productivity and a strong work ethic will support the company in meeting targets and achieving profits. Conversely, a decline in productivity can negatively

impact the company. Therefore, companies must be able to manage employees effectively to prevent internal conflict and foster job satisfaction. (Hasibuan, 2018).

From this description, it can be concluded that work productivity plays a crucial role in a company's success. Achieving high work productivity by employees will provide significant benefits to the company.

In an organizational context, particularly in financial institutions like Bank Indonesia, employee productivity is a vital element in supporting institutional performance. One unit that plays a strategic role is the Department of Currency Management (DPU), which is tasked with ensuring the availability of high-quality and reliable currency to maintain payment system stability and uphold the sovereignty of the Unitary State of the Republic of Indonesia.

Research conducted by Eksan & Dharmawan, (2020) stated that motivation has a positive and significant effect on employee productivity, while research from Parashakti & Noviyanti, (2021) proved that motivation does not have a significant effect on employee work productivity.

Research by Oktaviani Simamora & Sihombing (2023) shows that job rotation affects employee performance. Similarly, research by Alaflaq et al. (2024) shows a significant positive correlation between job rotation and employee performance.

In the context of human resource management functions, job rotation is included in the human resource development aspect. This activity is an effort to select, place, and utilize human resources optimally, both in terms of efficiency and effectiveness. However, Anggraini's (2017) research actually showed the opposite results, where employee rotation negatively impacted productivity. Furthermore, research results from Dewi et al., (2024) concluded that there was no statistically significant effect between the implementation of job rotation and employee productivity. This finding indicates that increasing employee rotation can actually decrease employee productivity levels.

Research results by (Ita et al., 2016; Lestari et al., 2021; Isnawati & Maryam, 2023) shows that

The following table and graph show the decline in employee productivity at Bank Indonesia's Money Management Department (DPU) from 2021 to 2025, along with the contributing factors:

**Table Decline in Productivity and Causative Factors**

| Year | Productivity (%) | Job Rotation Disorder (%) | Lack of Competence (%) | Dissatisfaction with Rewards/Motivation (%) |
|---|---|---|---|---|
| **2021** | 92 | 5 | 3 | 2 |
| **2022** | 88 | 8 | 5 | 4 |
| **2023** | 84 | 10 | 6 | 5 |
| **2024** | 81 | 11 | 7 | 6 |
| **2025** | 77 | 13 | 8 | 7 |

Source: DPU Bank Indonesia

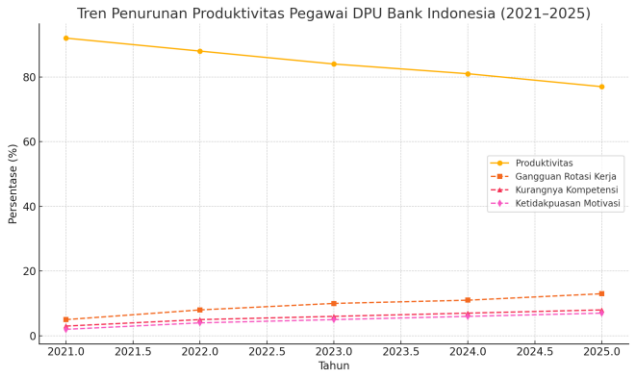


Figure Productivity Decline Trend Graph (2021-2025)

Based on the table of productivity decline and its causal factors, the research gap and the above phenomena, it can be used as a basis or reason to conduct research with the title "The Effect of Job Rotation, Competence, and Rewards on Employee Productivity Through Work Motivation in the Money Management Department of Bank Indonesia".

## 2. Research Methods

This research will use quantitative research methods. According to Creswell (2016), quantitative research is a research method that focuses on collecting numerical data. This data is used to objectively test hypotheses. Quantitative research requires experiments or surveys to conduct the research.(Bryman, 2012). According to the statement(Hair et al.,(2020)Quantitative research involves collecting numerical data or involving calculations. In addition, quantitative research seeks to obtain accurate results in statistical analysis.(Almeida et al. 2017). This study aims to determine the reciprocal relationship between the variables studied, as well as the extent of the influence between the independent variables (Job Rotation, Competence, Rewards) and the dependent variable (Employee Productivity).

## 3. Results and Discussion

### 3.1. Profile of Bank Indonesia's Cash Management Department

Bank Indonesia, the central bank of the Republic of Indonesia, has a primary mandate to achieve and maintain the stability of the Rupiah. One of Bank Indonesia's strategic mandates is the management of Rupiah currency, as mandated by Law Number 7 of 2011 concerning Currency. This responsibility encompasses the entire Rupiah currency lifecycle, from demand planning and printing and distribution to the withdrawal and destruction of unfit currency.

To fulfill this responsibility, Bank Indonesia established the Currency Management Department (DPU) as a unit specifically responsible for the technical and strategic aspects of Rupiah currency management. This department plays a crucial role in ensuring that Rupiah currency in circulation meets quality standards, is available in the appropriate quantities and

denominations, and is distributed evenly throughout the Unitary State of the Republic of Indonesia (NKRI).

The Bank Indonesia Money Management Department has the following vision:

*"The availability of Rupiah currency fit for circulation throughout the territory of the Unitary State of the Republic of Indonesia (NKRI) as one manifestation of state sovereignty."*

The classification of mean score categories used in this study refers to the following intervals:

**Table Mean Score Category**

| Mean Value Range | Assessment Categories |
|---|---|
| **1.00 – 1.79** | Very Low |
| **1.80 – 2.59** | Low |
| **2.60 – 3.39** | Moderate/Sufficient |
| **3.40 – 4.19** | Tall |
| **4.20 – 5.00** | Very high |

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This classification is used to help interpret the mean value of each research variable indicator, so that it can be concluded to what extent respondents have a positive or negative perception of an aspect being studied.

The employee productivity variable in this study was measured based on five main indicators, each represented by two statement items. Thus, a total of ten questions were used to measure all of these indicators. Details of the descriptive analysis results for the employee productivity variable can be seen in Table 4.3 below.

**Table Descriptive Variables of Employee Productivity**

| Code | Statement Items | Mean | Category |
|---|---|---|---|
| **PP01** | I am able to complete a volume of work that exceeds the minimum target set. | 4.185 | Tall |
| **PP02** | I am able to produce optimal work output with available resources. | 4,262 | Very high |
| **PP03** | My work has a high degree of accuracy and rarely requires correction. | 4.138 | Tall |
| **PP04** | The work output that I produce always meets the quality standards set by the organization. | 4.185 | Tall |
| **PP05** | I was able to complete the task faster than the allocated time. | 4.185 | Tall |
| **PP06** | I always complete my work on time according to the specified deadline. | 4,215 | Very high |
| **PP07** | I am able to utilize resources (time, materials, budget) optimally in completing tasks. | 4.154 | Tall |
| **PP08** | I always try to minimize the waste of resources in carrying out work. | 4,092 | Tall |
| **PP09** | I often propose new ideas to improve work effectiveness. | 4.154 | Tall |
| **PP10** | I can quickly adapt to changes in work procedures or new technologies. | 4.131 | Tall |
| **Total Average (Overall Mean)** | | **4,171** | **Tall** |

Based on the descriptive analysis results in Table the average mean value for the Employee Productivity variable is 4.171, which is in the High category. This indicates that employees in

the Bank Indonesia Money Management Department have a high level of work productivity based on respondents' perceptions of various aspects of their work.

The Reward variable consists of eight indicators with loading factor values between 0.730 (PHRG03) and 0.848 (PHRG05), indicating that all indicators have a good contribution to the construct. The AVE value of 0.627 indicates that this construct has adequate convergent validity. In terms of discriminant validity, all indicators show the highest loading on the PHRG construct. For example, PHRG05 has the highest loading of 0.848 on PHRG, while the loading on other constructs is lower (for example, on JR only 0.445). Meanwhile, the Cronbach's Alpha value (0.915), ρA (0.916), and Composite Reliability (0.931) provide evidence that this construct is internally reliable. Thus, it can be concluded that the Reward construct is valid and reliable for use in structural modeling.

The results of the outer model evaluation of all constructs, namely: Employee Productivity (PP), Work Motivation (MK), Job Rotation (JR), Competence (KOMP), and Rewards (PHRG) show that all indicators meet the criteria of convergent validity, discriminant validity, and construct reliability. Therefore, it can be concluded that all constructs in the measurement model have met the requirements for good measurement quality and are worthy of proceeding to the structural model analysis stage (inner model).

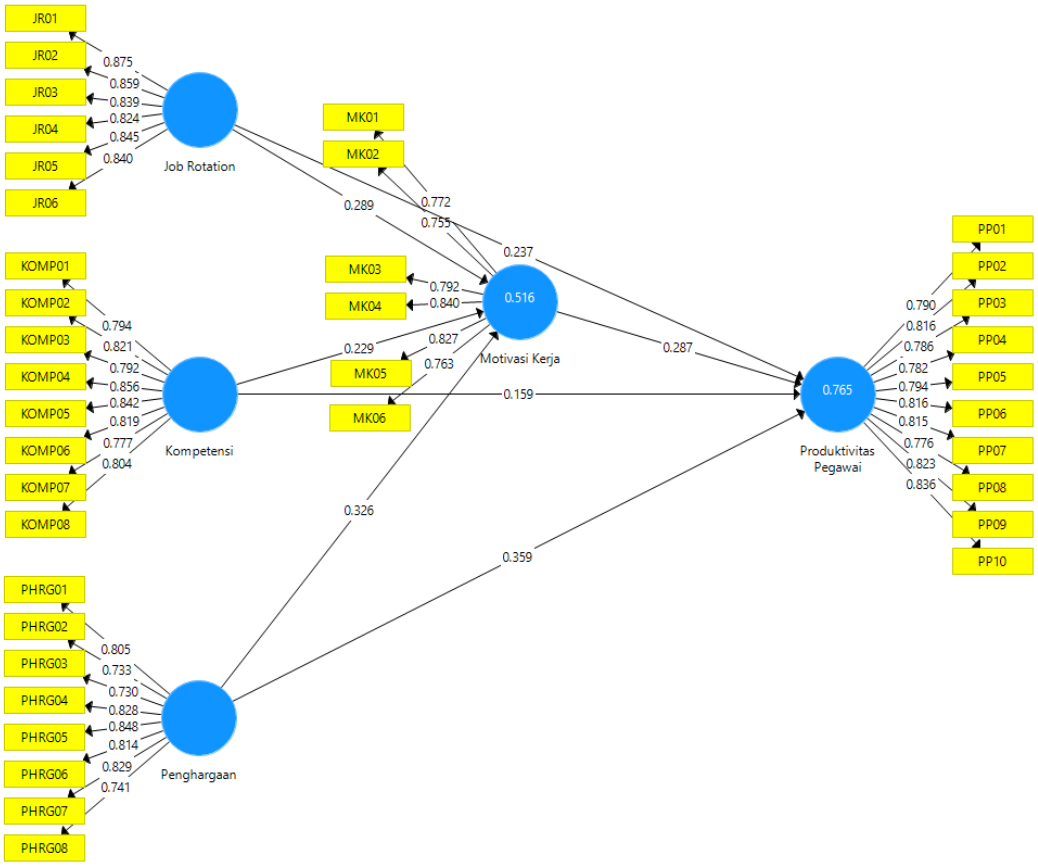

**Figure Outer-Model Results**

Internal model testing includes the Determination Coefficient Test (R2), Q-Square Test, Goodness of Fit Test (GoF), namely as follows:

1) Coefficient of Determination Test (R2)

Testing the coefficient of determination (R-Square) is carried out to determine how much the independent variable contributes to explaining the dependent variable in the structural model. R-Square ($R^2$) is a measure that shows how well the independent variable influences the dependent variable. According to Hair et al. (2017), the $R^2$ value can be categorized into three levels, namely: strong if the $R^2$ value ≥ 0.75, moderate if the $R^2$ value ≥ 0.50, and weak if the $R^2$ value ≥ 0.25.

In this study, the test results show that the Work Motivation construct has an R-Square value of 0.516, which means that 51.6% of the variability in work motivation can be explained by the relevant exogenous constructs in the model. Thus, the model's predictive ability towards the work motivation construct is categorized as moderate.

Meanwhile, the R-Square value for Employee Productivity is 0.765, indicating that 76.5% of the variation in employee productivity can be explained by the independent variables used in the model (namely work motivation, job rotation, competence, and rewards). This value indicates that the model has strong predictive power for employee productivity variables.

**Table Coefficient of Determination (R-Square) Value**

| Endogenous Variables | R-Square | R-Square Adjusted | Interpretation |
|---|---|---|---|
| **Work motivation** | 0.516 | 0.504 | Moderate |
| **Employee Productivity** | 0.765 | 0.757 | Strong |

Source: Smart pls 3.2.9 output, 2025

Overall, the results of the R-Square test indicate that the structural model developed in this study has a good level of clarity (explanatory power), especially for the main variable, namely employee productivity, so that it can be relied on for the process of drawing conclusions and testing subsequent hypotheses.

The Goodness of Fit (GoF) test in the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach is a step to assess the overall quality of the model globally, by considering the fit between the measurement model (outer model) and the structural model (inner model). The GoF value can range between 0 and 1, which is sufficient to explain the results of empirical data analysis. GoF values between 0 and 1, with values of 0.10 (small), 0.25 (medium), and 0.36 (large), indicate global validation of the path model. Calculating the GoF using the fit model reveals the validity of the model.(Hussain et al., 2018). GoF calculations can be done using the formula below(Ghozali & Latan, 2015):

$$\text{GoF} = \sqrt{\overline{Communality} \text{ x } \overline{\text{R}^2}}$$

**Table Goodness-of-Fit index calculation**

| Variables | AVE | R-Square |
|---|---|---|
| **Employee Productivity** | 0.646 | 0.765 |
| **Work motivation** | 0.627 | 0.516 |
| **Job Rotation** | 0.718 | |
| **Competence** | 0.662 | |
| **Award** | 0.627 | |
| **Average** | 0.656 | 0.641 |
| **Source: Smartpls 3.2.9 output, 2025** | | |

Table shows the average AVE (communality) and r-square of the variables in this study. Therefore, if the average communality and average R-square values are entered into the equation, the GoF value obtained will be:

$$\text{GoF} = \sqrt{\overline{0{,}656} \text{ x } \overline{0{,}641}} = 0.648$$

With a GoF value of 0.648, the structural model in this study is included in the very good (high) category, so it can be concluded that the model has a very adequate level of fit and predictive quality in explaining the relationship between constructs.

### 3.2. Hypothesis Testing

Hypothesis testing in this study was conducted by analyzing the path coefficient generated using Smart PLS 3.2.9 software. A hypothesis is declared influential if the T-statistic value exceeds 1.96 and is declared significant if the p-value is less than 0.05. The results of the path coefficient calculation in this study are presented in Table below.

**Table Hypothesis Test Results**

| No | Relationship between variables | Original (O) | Sample | T-Statistic | P-Value | Information |
|---|---|---|---|---|---|---|
| **1** | Job Rotation → Work Motivation | 0.289 | | 2,811 | 0.005 | Significant |
| **2** | Competence → Work Motivation | 0.229 | | 2,268 | 0.023 | Significant |
| **3** | Awards → Work Motivation | 0.326 | | 2,754 | 0.006 | Significant |
| **4** | Job Rotation → Employee Productivity | 0.237 | | 2,487 | 0.013 | Significant |
| **5** | Competence → Employee Productivity | 0.159 | | 1,991 | 0.046 | Significant |
| **6** | Awards → Employee Productivity | 0.359 | | 3,629 | 0,000 | Very Significant |
| **7** | Work Motivation → Employee Productivity | 0.287 | | 2,605 | 0.009 | Significant |

Source: Smart pls 3.2.9 output, 2025

Based on the results of the hypothesis testing shown in Table 4.12, all relationships between variables showed statistically significant results, indicated by a p-value < 0.05 and a t-statistic value > 1.96. This means that each independent variable has a significant influence on the dependent variable in the research model.

1) The Effect of Job Rotation on Work Motivation

The test results show that job rotation has a significant effect on work motivation, with a coefficient value of 0.289 and a p-value of 0.005 (t-statistic of 2.811). This indicates that implementing planned job rotation can increase employee enthusiasm and engagement at work. Job rotation provides a variety of tasks and new experiences that positively impact employee intrinsic motivation.

2) The Influence of Competence on Work Motivation

The Competence variable was also shown to have a significant effect on Work Motivation, with a coefficient of 0.229 and a p-value of 0.023 (t-statistic of 2.268). This means that employees with good technical and professional skills tend to be more motivated to complete their work optimally. Competence provides self-confidence and internal drive at work.

3) The Influence of Awards on Work Motivation

Rewards have the strongest influence on work motivation, with a coefficient of 0.326 and a p-value of 0.006 (t-statistic 2.754). This indicates that a good and fair reward system, both financial and non-financial, can increase employee motivation. Employees will be more motivated to perform well when they feel their efforts and performance are recognized.

4) The Effect of Job Rotation on Employee Productivity

There is a significant effect between job rotation and employee productivity, with a coefficient of 0.237 and a p-value of 0.013 (t-statistic 2.487). This finding indicates that job rotation can broaden employees' insight and understanding of organizational tasks, thereby increasing work efficiency and effectiveness.

5) The Influence of Competence on Employee Productivity

Competence has also been shown to significantly influence employee productivity, with a coefficient of 0.159 and a p-value of 0.046 (t-statistic of 1.991). Although its influence is relatively lower than other variables, competence remains a crucial factor in supporting productivity, as competent employees are better able to complete tasks accurately and on time.

6) The Influence of Awards on Employee Productivity

Rewards have the most significant impact on employee productivity, with a coefficient of 0.359 and a p-value of 0.000 (t-statistic 3.629). This indicates that rewards given fairly and consistently are highly effective in improving employee performance, both in terms of quantity, quality, and efficiency.

7) The Influence of Work Motivation on Employee Productivity

The analysis results show that work motivation significantly influences employee productivity, with a coefficient of 0.287 and a p-value of 0.009 (t-statistic 2.605). Highly motivated

employees tend to have a strong work ethic, are more disciplined, and are more responsible, which ultimately positively impacts their performance.

### 3.3. Mediation Test

Testing for mediation effects in this study was conducted using the specific indirect effects feature in Smart PLS 3.2.9. This analysis aims to examine whether there is an indirect effect between the independent and dependent variables mediated by an intermediary variable.

Mediation testing was conducted by considering T-statistics and P-values as indicators of relationship significance. A mediation pathway is considered significant if it meets the criteria of T-statistics ≥ 1.96 and P-values ≤ 0.05.

The complete results of the mediation test are shown in Table below.

**Table Mediation Test Results**

| No | Relationship between variables | Original Sample (O) | T-Statistic | P-Value | Information |
|---|---|---|---|---|---|
| **1** | Job Rotation → Work Motivation → Employee Productivity | 0.083 | 1,584 | 0.113 | Not Significant |
| **2** | Competence → Work Motivation → Employee Productivity | 0.066 | 1,437 | 0.151 | Not Significant |
| **3** | Rewards → Work Motivation → Employee Productivity | 0.094 | 2,335 | 0.020 | Significant |

Based on Table the mediation path between job rotation and employee productivity through Work Motivation produces a T-statistic value of 1.584 and a P-value of 0.113. This value does not meet the significance criteria (T ≥ 1.96 and P ≤ 0.05), so it can be concluded that work motivation does not significantly mediate the effect of Job Rotation on Employee Productivity. Thus, the influence of job rotation on employee productivity is more dominant directly than through increasing work motivation.

The mediation pathway between competence and employee productivity through work motivation showed a T-statistic of 1.437 and a P-value of 0.151. This result was also insignificant because it did not meet the threshold for statistical significance. This means that work motivation does not act as a significant mediator in the relationship between competence and employee productivity. This indicates that employee competence directly

**Discussion:**

1) The Influence of Job Rotation on Work Motivation

The results of the analysis show that job rotation own positive and significant influence on work motivation at the Department of Money Management (DPU) of Bank Indonesia, with coefficient value of 0.289Andp-value of 0.005. A p-value of less than 0.05 indicates that the relationship is statistically significant, so it can be concluded that the better the implementation of job rotation, the higher the level of employee work motivation.

This finding is supported by the results of descriptive analysis, where the average score for the job rotation variable is generally in the high category, with the highest mean score of 4.238 for the item "Job rotation helps me understand work processes in other departments," which reflects the aspect of developing insight and competence. Meanwhile, the lowest mean is 4.100, namely for the item "I now have more colleagues from other departments to consult with," which still indicates a positive perception although lower than the other items. On the other hand, the work motivation variable also shows a high level, with the highest mean of 4.292 for the item "I work because I want to complete the task as well as possible," and the lowest mean of 4.062 for the item "I work because I am driven to face challenges and prove my abilities."

2) The Influence of Competence on Work Motivation

The results of the analysis show that competence has a positive and significant influence on work motivation, with influence coefficient of 0.229, mark t-statistic of 2.268, And p-value of 0.023. Because the t-value is greater than 1.96 and p-value is less than 0.05, the relationship between these variables is statistically significant. This means that the higher the competency an employee possesses, the higher their level of work motivation.

These results are reinforced by the mean score of the competency variable, which is generally in the high category, with the highest mean score of 4.285 for the item "I adapt quickly to changes in state financial regulations," reflecting flexibility and readiness for the dynamics of the work environment. Meanwhile, the lowest mean score of 4.023 is found for the item "I actively collaborate with other work units in preparing the budget." Although included in the lowest score in the competency indicator, this score remains in the high category. This reflects that employees in the Department of Money Management (DPU) of Bank Indonesia have a good level of competency in carrying out their functions, especially in dealing with regulatory demands and interdepartmental collaboration.

3) The Influence of Rewards on Work Motivation

Based on the results of path analysis, it is known that awards have a positive and significant effect on work motivation, with influence coefficient of 0.326**,** t-statistic of 2.754**,** And p-value of 0.006. Because the t-value > 1.96 and p < 0.05, this relationship is statistically significant. In other words, the higher employees' perceptions of the rewards they receive, the higher their perceived work motivation.

This finding is supported by descriptive data showing that all reward variable indicators have a mean value in the high category, with the highest mean value of 4.162 in the item "Consistent reward provision without discrimination based on work unit/position." This reflects employees' positive perceptions of fairness and consistency in the reward system. The lowest mean value of 4.023 appears in two items: "My salary reflects my competence and responsibility in managing monetary policy" and "Welfare programs (counseling, gym, medical check-ups) are adequate." Although these values are among the lowest in the reward variable,

both are still in the high category, indicating that employees generally feel appreciated by the organization.

4) The Effect of Job Rotation on Employee Productivity

The results of the hypothesis testing show that *job rotation* has a positive and significant influence on employee productivity, with coefficient value of 0.237**,** t-statistic of 2.487, And p-value of 0.013. Since the t-value is > 1.96 and p < 0.05, it can be concluded that the relationship is statistically significant. This means that the better the implementation of job rotation is perceived by employees, the more it will directly impact their productivity in carrying out their duties and responsibilities.

These results align with the descriptive data on the job rotation variable, which reflects positive employee perceptions. The highest mean score of 4.238 was obtained for the item "Job rotation helps me understand work processes in other departments (such as treasury or risk)," reflecting that job rotation opens up cross-functional insights for employees. Meanwhile, the lowest mean score of 4.100 was found for the item "I now have more colleagues from other departments to consult with." Nevertheless, all indicators remained in the high category, indicating the effectiveness of job rotation implementation within the organization.

From a theoretical perspective, Noe et al. (2021) state that job rotation is a strategy of rotating employees between departments or work functions aimed at developing competencies, preparing for long-term careers, and closing skills gaps. This practice is believed to boost productivity through three main mechanisms: first, increasing work efficiency through mastery of multitasking and cross-disciplinary problem-solving; second, increasing intrinsic motivation by reducing work burnout and increasing engagement; and third, encouraging innovation by enabling the exchange of ideas and knowledge between work units.

5) The Influence of Competence on Employee Productivity

The test results show that the variables Competence has a positive and significant influence on employee productivity, with coefficient value of 0.159**,** t-statistic of 1.991**,** And p-value of 0.046. Since the p-value is less than 0.05 and the t-statistic exceeds the critical value of 1.96, it can be concluded that this relationship is statistically significant. This means that the higher an employee's competency, the higher their productivity in completing their work.

These results are supported by descriptive statistics for the competency variables, which indicate that all indicators fall within the high to very high categories. The highest mean score of 4.285 was obtained for the item "I adapt quickly to changes in state financial regulations," indicating that adaptive capacity to regulations is a key employee strength. Meanwhile, the lowest mean score of 4.023 was found for the item "I actively collaborate with other work units in budget preparation." Nevertheless, all scores fell within the range indicating a positive perception of their competencies.

Theoretically, Mudzar and Chew (2022) propose that competence is the result of the integration of cognitive knowledge, technical skills, and a positive work attitude, which simultaneously contribute to increased work productivity. These three components enable time efficiency, precision in task execution (output accuracy), and the achievement of predetermined targets (goal attainment).

6) The Influence of Awards on Employee Productivity

The results of the hypothesis testing show that rewards have a positive and significant effect on employee productivity**,** with coefficient value of 0.359**,** t-statistic of 3.629, And p-value of 0.000A very small p-value (below 0.001) indicates that this relationship is highly statistically significant. This means that the higher an employee's perception of the organization's reward system, the higher their work productivity.

This finding is supported by the results of descriptive analysis which shows that all indicators in the reward variable are in the high category, with the highest mean score of 4.162 for the statement "Consistent reward provision without discrimination of work units/positions," and the lowest mean of 4.023 for two statements related to "Salary reflects responsibility" and "Adequate welfare programs." This indicates that employees have a positive appreciation for the principle of fairness in the reward system, although there is still room for improvement in terms of welfare and financial compensation.

7) The Influence of Work Motivation on Employee Productivity

Based on the results of hypothesis testing, it is known that Work motivation has a positive and significant effect on employee productivity, with the value coefficient of 0.287**,**t-statistic of 2.605, And p-value of 0.009This figure shows that the relationship between variables is significant at a 95% confidence level, which means that the higher the level of employee work motivation, the higher the level of productivity achieved in carrying out their duties in the work environment.

Descriptively, the mean score for the work motivation variable is in the high to very high category, with the highest mean value of 4.292 for the indicator “I work because I want to complete my tasks as well as possible” and the lowest mean value of 4.062 for the indicator “I work because I am driven to face challenges and prove my abilities.” Meanwhile, the employee productivity variable also shows a high average score, with the highest mean value of 4.262 for the indicator “I am able to produce optimal work output with available resources.” This illustrates that employees have a strong internal drive to complete work with high standards, which is then reflected in the achievement of productive output.

Theoretically, Robbins and Judge (2021) define work motivation as an internal and external psychological process that directs individual work behavior toward achieving organizational goals. This concept of motivation not only plays a role in determining the direction of work behavior but also influences an individual's level of effort and persistence in carrying out their tasks. Intrinsic motivation, which arises from factors such as personal achievement, a sense of

## 4. Conclusion

This study aims to analyze the influence of job rotation, competence, and rewards on employee productivity, both directly and through work motivation as a mediating variable in the Money Management Department (DPU) of Bank Indonesia. Based on the results of data analysis using Smart PLS 3.2.9, the following conclusions were obtained: *Job rotation* has been shown to have a positive effect on work motivation. Systematic job rotation practices can provide a variety of tasks and new work experiences that can increase employee enthusiasm, involvement, and self-development, thereby strengthening work motivation. Competence has a positive influence on work motivation. Employees with good knowledge, skills, and work attitudes tend to feel confident in carrying out their tasks, which in turn increases intrinsic work motivation. Rewards play a crucial role in fostering employee motivation. Rewards, whether financial or non-financial, are perceived as fair and relevant by employees, fostering a sense of appreciation and enthusiasm for their work. *Job rotation* directly impacts increased employee productivity. This reflects the fact that cross-functional and cross-unit work experience drives increased work efficiency and adaptability, which supports performance achievement. Competence has also been proven to contribute to employee productivity. Competent employees are able to complete work on time, efficiently, and according to established standards, thus supporting the achievement of organizational targets.

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