



### Examining the Nexus of Job Rotation and Employee Job Performance: A Case of Mobilink Telecommunication Company

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**Abstract:** Job rotation is characterized as periodic shifts of personnel from one position to another in the context of the organization, it refers to the primary issue of the corporate strategic human resource planning process. Its importance is clear since it helps to enrich the worker's portfolios, competencies, capabilities, and capacities. Job rotation has been extensively studied by prior researchers. However, rare attention has been given to its conventional features, and its benefits for employee career planning and development in corporations, particularly in Asian developing nations. This research aims to determine the association between job rotation and employee job performance while employed by Mobilink, mostly in Peshawar. It offers a wide variety of cellular and telecommunication services. Convenience sampling has been used to gather insights into employees' reactions to job rotation practices in organizational settings. The acquired data was evaluated using SPSS multiple regression analysis. Work rotation has a considerable and good influence on employee work performance at Mobilink, KPK, Pakistan, according to the findings. It contributes to knowledge by expanding the literature on the relationship between work rotation and employee job performance in Mobilink. The research's managerial implications assist organizations in incorporating procedural rotational techniques into their corporate strategy, which improves employee productivity.

**Key words:** Job rotational procedures, Employees job performance, Telecom sector.

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#### 1. Introduction

Job rotation is a critical element of personnel management which refers to the process of deliberately transferring individuals from one job to another within the work environment with the primary goal of attaining organizational goals (Alfuqaha et al., 2021). Moreover, the strategic movement of employees from one position to another uplifts the employee's chances for professional growth and development (Yousaf, Zainudin, Isa, & Rawi, 2023). Job rotation is initiated from the firm's corporate human resource management policies and procedures in carefully managing their workforce (Purwanggono, 2021). Workers who were actively indulged in job rotational procedures had considerable influence on their skill enhancements in the long term (Akbar, Takrim, & Akbar). As demonstrated by Ravikumar, Mohan, and Ram (2020) job rotation is marked as a strategic tool in firms' infrastructure which stems from the procedural transfers of organisational employees from one job to another within stipulated time intervals. This conventional movement demands multiple skill sets and experience acquisition (Dwianto, 2020). Job rotation is the key organizational component that has great concern with training

employees to gain a wide range of knowledge and expertise in multiple roles and responsibilities (Ahmed, 2021). Based on the foregoing arguments; it is assessed that job rotation is an organizational notion that helps in highlighting the worker's skills with the major aim of creating paths for their career development (Partadireja & Meilani, 2023).

Job rotation is the key part of employees training and development that has multiple benefits; job rotational procedures helps in assisting employees to compete in the market with having multiple skill sets (Ambarwati, Wardhana, Wardoyo, Churiyah, & Jihadi, 2023). Firms have dependencies on job rotation as it abrest employees with creating and developing multiple capabilities (Rerkjirattikal et al., 2020). As reported by Fernando and Dissanayake (2019) the prime considerations of the successfully competitive firm is to enhance the capabilities of their workforce; enrich their workers expertise on diverse work portfolios. Likewise Ray, Bagchi, Alam, and Luna (2021) described that job rotational procedures broadens the horizons and realm of the employees job descriptions. Employees varies on the basis of physiological and psychological traits; differences lies on the level of talents, proficiencies, and potentials; as a consequence, their job performance range between good to bad (Anjum, Ming, & Puig, 2022). The workers overall productivity may be avaluated on the basis of the job descriptions attached to the multiple jobs; the proficiencies of employees gets improved with periodic shifts in their jobs (Mousa & Othman, 2020). Hence, the company's core objective is to embed the job rotation practices in their regular human resource planning procedures in order to flourish the employees efficiencies. Workers behavioral problems in the cellular industry demands considerable concerns from the perspectives of job rotation, as competition hampers the workers performance; ineffeincies arises by the employees bordome and anxiety to perform single repetitive nature tasks (Hochdörffer, Hedler, & Lanza, 2018). In the light of preceding discussions; it is assessed that corporations encounters antagonism and fierce rivalry from companies which compels them to acquire job rotation tactices in order to boost their employees morale (Khalid, Saleem, & Moazzam, 2021).

The primary purpose of the current study is to identify the connection between job rotation and employees performance with foundation based on two theories; namely, employees and employers learning theories. The preceding theories were developed by M. A. Campion, Cheraskin, and Stevens (1994). The former theory takes job rotation as constructive overview for creating and developing the workers capacities and knowledge on multiple jobs. (Dachner, Ellingson, Noe, & Saxton, 2021). Human resources who actively seek job rotation as an opportunity to learn; gains multiple expertise in a more efficient and effective manner. Therefore, job rotation on regular intervals leads to the ladder of success that helps the firm in achieving their long-term strategic visions (Cirillo, Rinaldini, Staccioli, & Virgillito, 2021). Employees who actively participate in job rotation learn greater understanding and abilities than those who do not participate in the firm's rotating procedures (Suleman, Bingab, Boakye, & Sam-Mensah, 2022). As a result, personnel who engage in job rotation within specified time frames receive better training in numerous occupations and obtain greater knowledge on a varied collection of portfolios. Fernando and Dissanayake (2019) discusses the characteristics of the employee learning theory in his work; the employee learning theory promotes of job rotation procedures for the firm's growth. The organization's performance can be increased by employing rotating work practices at regular intervals. The two previous hypotheses provide reasonable considerations for acquiring deep insights into the independent variable of work rotation procedures. The efficiency of an organization can be increased by employing rotating work practices at scheduled times (Ngatimun, 2023; Shehansi, Gunaratne, Deshappriya, & Fernando, 2019). The two previous theories provide reasonable arguments for acquiring profound knowledge of job rotation procedures, which is the study's independent variable. However, employee job performance has been considered a dependent variable of the study. The current study's major purpose is to investigate the influence of job rotation on the performance of Mobilink personnel in Peshawar, Pakistan's local to regional head, and subsidiary offices.

Job rotation is associated with gaining heightened friction in personnel management internationally; thus, it is regarded as a theoretical tactic that enlightens their capacities, preparing workers to take on challenging jobs associated with diverse set of skills in the organization (Manandhar & Upreti, 2022). The primary concern of current study is to examine the telecommunication sector for evaluating the complexities associated with static jobs that has no rotations. Workers who perform similar nature jobs for the long term encounters multiple problems equipped with boredom, anxiety, demotivation and exhausted feelings (Kampkötter, Harbring, & Sliwka, 2018). Challenges associated with repetitive tasks creates monotony, frustration, apathy, lack of interest, and

dissatisfaction that has negative impact on employees job performance (Cherotich, Rop, & Bett, 2021; Vanheusden, Van Gils, Braekers, Ramaekers, & Caris, 2022). According to Ravikumar et al. (2020) the challenges associated with performing similar nature jobs can be reduced by following the job rotation practices on regular intervals. Furthermore, as discussed by Khalid et al. (2021) the corporation follows periodic shifts from one job to another; as it develops leadership skills associated with performing multiple tasks. Private sectors invest heavily on their personnel career development in order to win their loyalty and retentions (Heidarimoghdam et al., 2022; Le Meunier-Fitzhugh & Massey, 2019; Yusof, Zainudin, Rawi, & Isa, 2023). In the light of problems associated with employees behavioral considerations; this research hopes to assess the nexus between the job rotation and employees job performance in Mobilink.

## 2. Literature Review

The evolution in the industrialization era in terms of comprehending the significance of the workforce has changed businesses' attitudes towards their employees; most companies regard their talent as glory to their basic capacity to grow to develop and enhance the firm's general efficacy (Botti, Calzavara, & Mora, 2021; Owenbviugie & Ekhaise, 2020). Likewise, the personnel management has direct association with strategic ways such as educating, training, orienting employees, constant rotation from one post to another (Ambarwati et al., 2023). As stated by Partadireja and Meilani (2023) Job rotation is generally considered as a main tool for planning for retirees and a structured approach to improving management abilities. Similarly, assignment rotation is a condition that results in a dynamic, effective, and contented staff that works willingly and vociferously to achieve the goals of the business (Amoakoh, 2018). Personnel who undergo rotation are not stuck in a single category eternally, yet they are accustomed to regular shifts from one role to another (Engelsberger, Halvorsen, Cavanagh, & Bartram, 2022). Rotational procedures helps the firms to train their employees by gaining maximum output from their multiple portfolios (Kuepper, Klein, & Voelckner, 2021). Professionals in human resources have stressed job rotation regularly in production facilities to minimize employee boredom and dissatisfaction with boring duties (Mijatović, Uzelac, & Stojiljković, 2020; Suprpto, Lalla, Mulat, & Arda, 2023). In a similar nature study conducted by Basten and Haamann (2018) job rotation has been taken as the prime determinant in harmonizing the employees skill requirements with organizational goals and objectives. In the light of preceding discussions; it is evaluated that job rotation plays key role in employees career planning and job enrichment (Cirillo et al., 2021).

The core purpose of this study lies in examining the impact of job rotation practices on employee job performance in corporate setups by applying the theories of employee and employer learning originated by M. A. Campion et al. (1994). Notion behind the use of these theories has its close relevancy to the job rotation and employees overall productivity; it recommends that job rotation is creative terminology in order to enrich the employees potentials and proficiencies (Okafor, 2022). The employee learning theory refers to extending knowledge and understating's of employees on diverse skill sets as they work with different employees from diverse backgrounds and cultural setups (E. D. Campion, Campion, & Campion, 2022). As described by Barton (2019) employees on multiple positions within specific time duration have multitudinous benefits. Such as, Sgarbossa, Grosse, Neumann, Battini, and Glock (2020) identified supremacy of job rotation in organizational procedures as it helps in fulfilling the manufacturing demands of the firm. Other advantages related to job rotation lead the firms to achieve higher profitability margins; it develops a structured and systematic production capacities that reduce the employees burden of performing single repetitive nature jobs. (Lin, Xian, Li, & Huang, 2020). Based on the foregoing discussions; it is evaluated that employee and employer learning theories yields solid grounds for understanding the benefits of job rotation from both perspectives; that is employees get benefitted by learning wide variety of skills. However, employer get benefitted by achieving high end goals as the employees will work better towards attaining the goals of the organization (Battini, Berti, Finco, Zennaro, & Das, 2022).

Organizations invest significantly in employee training and advancement in the current revolutionary economic era, which contributes to overall managerial effectiveness. The multinational company engages in work rotation strategies to boost employee job performance across the board (Ali-Mohammadi & Ramezani, 2017; Ayough, Zandieh, & Farhadi, 2020; Ryu & Jo, 2018). As reported by Darmawan et al. (2020) job rotation is the part of personnel planning procedures that consists of wide range of obligations and roles gained through these rotational procedures. According to Al-Romeedy (2019) shifting employees from one job to another enriches the workers

personality traits; as it polishes their performance grades on different jobs. Employees get better understating as they do self-analysis of where their performance gets better. Thus, the organizational performance showed steep learning curve by adopting the procedural job rotation of their employees (Adem & Dağdeviren, 2021; Asensio-Cuesta, García-Gómez, Poza-Luján, & Conejero, 2019). Workers perform better when they are rotated on regular intervals (Mehdizadeh et al., 2020). Previous research has been done on the job rotation procedures with different point of views (Moussavi, Zare, Mahdjoub, & Grunder, 2019). Such as, Finco, Zennaro, Battini, and Persona (2020) demonstrated that in a fierce competition; job rotation has widen the realm for workers proficiencies and skills that impart positive differential impact on overall organizational brand image and identity. Dynamism in job processes and procedures gives an ample of chances for employees promotions and upgradations (Botti et al., 2021; Digiesi, Facchini, Mossa, & Mummolo, 2018). As reported by Kampkötter et al. (2018) the employees of German based business were satisfied from constant rotational procedures as their performance got improved with working on diverse set of jobs. Based on the arguments of preceding literature; it is assessed that job rotation has positive impact on organizational performance in the long run (Rerkjirattikal & Olapiriyakul, 2021)

Job rotation strengthens morale among workers, which motivates them to attain strategic objectives. Prior academics in Western cultural contexts have thoroughly examined job rotation. Yet, in newly industrialized nations such as Pakistan, the concept of employment rotation has been overlooked. For instance, Zehra (2015) investigated the relationship between job rotation and employee motivation in banking; previous research found a favorable relationship of these terminologies. In addition, Mehdizadeh et al. (2020) did a study on employee socialization and work performance in the health industry; the results revealed a strong and beneficial relationship between job rotation and employee integration. A comparable study found a favorable and substantial relationship between work turning, enrichment, and enlargement and employee job performance in the banking industry (Ambarwati et al., 2023). Similarly, Aini, Ihsani, Mediyanti, Agustina, and Mirnawati (2020) investigated job rotation and organizational culture settings in the mining and petroleum sectors; the findings demonstrated a substantial relationship between job rotation and employee performance. Job rotation tactics are regarded as keystones in achieving higher levels of success in organizations because they improve employees' expertise and capabilities; administrative cultural setups were regarded as notions that impede organizational performance (Mehdizadeh et al., 2020). Furthermore, Finco et al. (2020) revealed positively significant relationship between job recycling and employees job performance in insurance company. Prior studies have focused on the notion of job rotation and its advantages for the organizations and employees in different cultural environments. However, this research aims to identify the nexus of job rotation and employee job performance in private sector with special emphasis on Mobilink. The corporations have overlooked the significance of job rotation for their employees well-being. According to Khan, Khan, Naz, and Khan (2017) job rotation is difficult and expensive but the benefits associated with rotational procedures outperforms its expenses. Based on the prior work; following hypothesis has been developed.

H<sub>1</sub>: Job rotation has significant and positive impact on job performance

## 2.1 Theoretical Framework



## 3. Research Methodology

The current study is quantitative in nature; based on positivism philosophical assumptions that followed the deductive approach of the research. SPSS was employed for the basic descriptive assessments and hypothesis testing. The current study used the survey method via previously adapted questionnaire; the data was gathered from the employees of Mobilink head, branch offices particularly in Khyber-Pakhtunkhwa; Peshawar. The population of the study were all the employees working in Mobilink offices on different portfolios and jobs. The sample size was identified via Solvins formula; population of the Mobilink employees working in Peshawar region as identified by



Ahmad and Phil (2015) was 906. The sample size was identified as 277. The convenient and purposive sampling techniques were chosen for the study. The sample was considered from the Mobilink offices through conveniently available employees. Descriptive analysis, and regression techniques were employed in order to assess the association between job rotation and employee’s performance. The question items related to job rotation were extracted from the study conducted by (Tarus, 2014). However, the question items covering employees performance were taken from the study conducted by (Mwirigi, Simiyu, & Omondi, 2022).

4. Results

4.1 Statistics Based on Demographic Variables

The survey instrument properly filled by the workers of Mobilink were scrutinized for initial screening. 290 questionnaires were distributed among all the managerial level positions of the organization where 277 were properly filled with no missing values. These questionnaires were properly coded in SPSS software for further analysis. The basic descriptives were judged before main analysis of the study. Based on the gender variable; as described in table 4.1; the respondents represented 57.8% male while 42.2% female accounted for the total population of the study. Statistics on the basis of age as shown in the table 4.2 represented 32.9% of respondents who were in the age bracket of 20-39. 43% employees were in the age range of 40-49. However, the remaining 24.2% employees revealed representation from 50-59 age bracket. The third question of demographic considerations were based on the education level of Mobilink employees where four categories were formulated; based on the findings of SPSS descriptive statistics; as stated in table 4.3 the 23.8% of the total respondents revealed Bachelor’s degree holders employees. 41.2% of the total population represented Master’s degree holder employees. 32.5% of the total population represented MS level employees while just 2.4% of the total population in the top level management were having PhD degrees. The fourth demographic questions were based on the income level of the employees. As demonstrated in table 4.4 the income level was divided into five categories. The respondents who were fresh entrants just represented 1.8% of the total population who were earning less than 20k, 10.1% of the total population felled in the income range of 20-40k; 44.8% of the total population were earning in the income bracket of 40-60k; 28.9% of the employees were earning 60k-80k. however, 14.4% of the total population represented from the group who were earning more than 80k per month. The fifth demographic question covered the employee position on the basis of level of seniority. The group was divided into three main levels; 15.5% employees representation was from upper level managerial positions. 50.9% employees represented middle level managerial positions. the bottom level staff represented 33.6% of the total population. The last demographic variable was based on the experience level of employees; 32.1% of the total population represented those employees whose work experience was less than one year. 23.5% employees were having experience in the range of 1-5years. 13.4% respondents were enjoying their positions with the experience of 5-10years. 13.4% employees were having 10-15years experience. 12.3% employees represented experience of more than 15 years.

Table 4.1: Statistics based on demographic variables (Pie chart)

What is your Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	160	57.8	57.8	57.8
Female	117	42.2	42.2	100.0
Total	277	100.0	100.0	

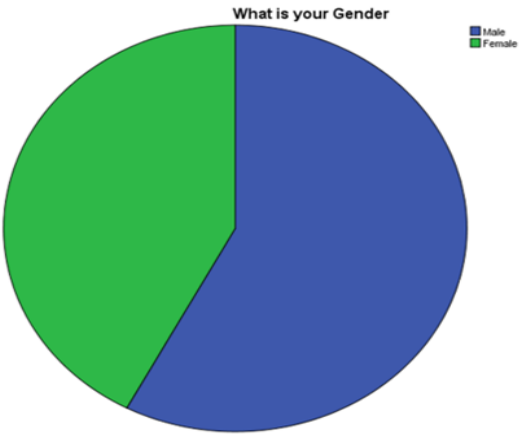


Table 4.2: Age demographics (Pie chart)  
What is your age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-39	91	32.9	32.9	32.9
	40-49	119	43.0	43.0	75.8
	50-59	67	24.2	24.2	100.0
	Total	277	100.0	100.0	

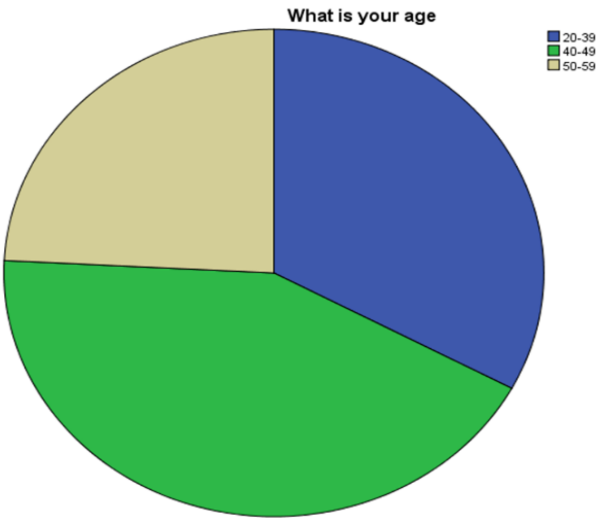
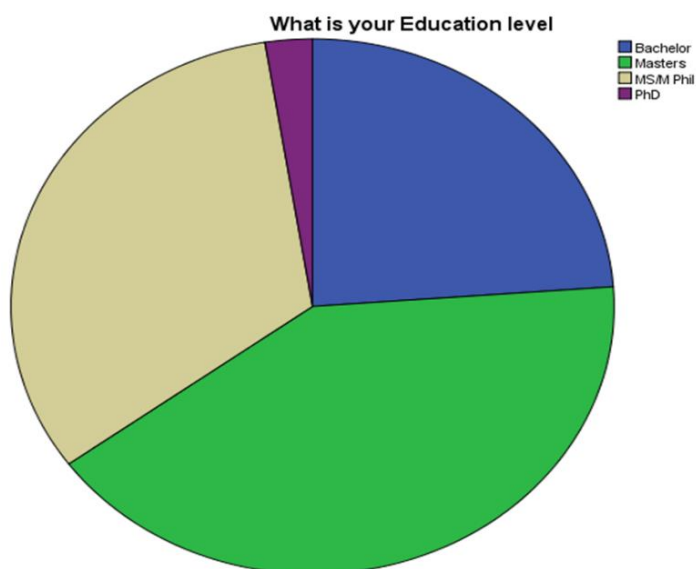


Table 4.3: Demographic statistics based on education level (Pie chart)

What is your education level				
		Frequency	Percent	Cumulative Percent
Valid	Bachelor	66	23.8	23.8
	Masters	114	41.2	65.0
	MS/M Phil	90	32.5	97.5
	PhD	7	2.5	100.0
	Total	277	100.0	100.0



4.4: Demographic statistics based on income level (Pie chart)

What is your income level				
		Frequency	Percent	Cumulative Percent
Valid	Less than 20,000	5	1.8	1.8
	20,000-40,000	28	10.1	11.9
	40,000-60,000	124	44.8	56.7
	60,000-80,000	80	28.9	85.6
	80,000 and above	40	14.4	100.0
	Total	277	100.0	100.0

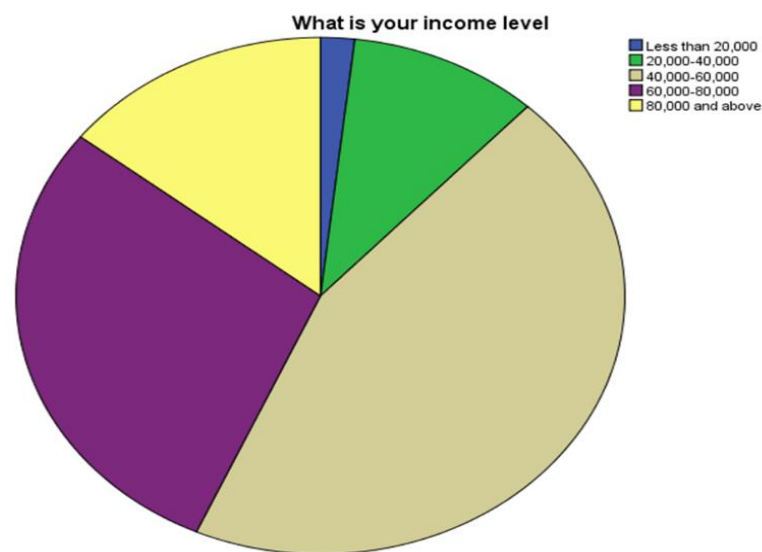


Table 4.5: Demographic statistics based on positions in organization (Pie chart)

		What is your level in organization			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior level	43	15.5	15.5	15.5
	Middle level	141	50.9	50.9	66.4
	Lower level	93	33.6	33.6	100.0
	Total	277	100.0	100.0	

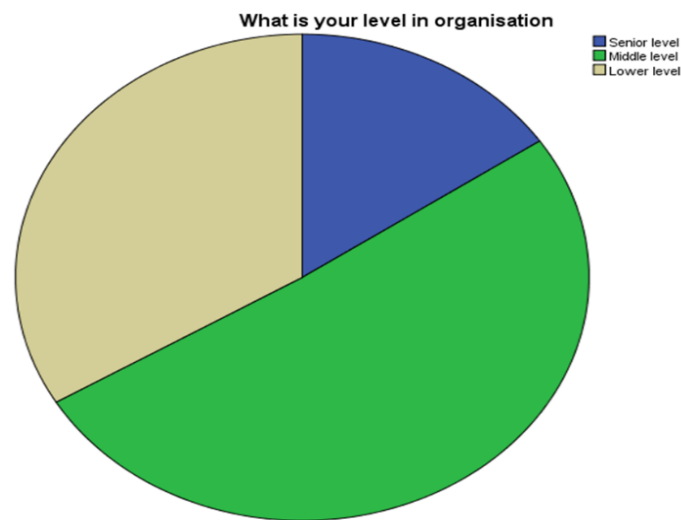
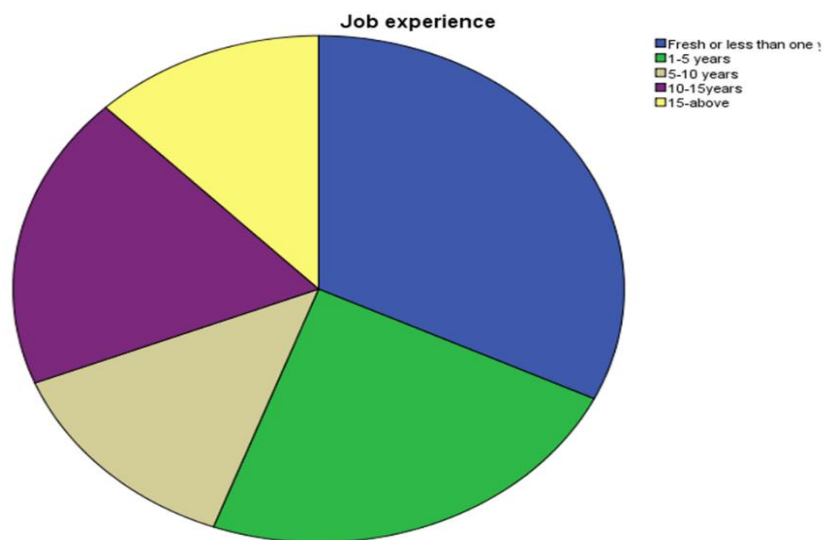




Table 4.6: Demographic statistics based on experience level

Job experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fresh or less than one year	89	32.1	32.1	32.1
	1-5 years	65	23.5	23.5	55.6
	5-10 years	37	13.4	13.4	69.0
	10-15years	52	18.8	18.8	87.7
	15-above	34	12.3	12.3	100.0
	Total	277	100.0	100.0	



#### 4.2 Structural Analysis (Hypothesis Testing)

The study's hypothesis is approved since the relationship between job rotation and performance is significantly positive, which was examined and processed using SPSS software. To test the hypothesis, the criterion variable job performance was regressed on the predictive variable job rotation. Job rotation substantially predicted job performance,  $F=116.783$ ,  $p<0.001$ , indicating that job rotation can have an impact on job performance ( $b=0.546$ ,  $p<0.001$ ). The outcome clearly indicates that job rotation has a favorable influence on work performance. Furthermore, the  $R^2=0.298$  demonstrated that the model accounts for 30% of the variation in work performance. The unstandardized beta coefficient value of 0.546 described work Rotation-induced fluctuations in work performance. Based on the findings of the study hypothesis

Table 4.8: Hypothesis Testing

Hypothesis	Regression Weights	Beta coefficient	R-Square	F	p-value	Hypothesis supported
H1	JRJP →	.546	.298	116.783	0.001	Yes

Note:  $N=277$ ,  $R^2=0.298$ ,  $F=116.783$ , ( $P<0.01$ ), Predictor variable=job rotation. Criterion variable=job performance

#### 4.3 Discussion

The primary goal of this study is to use AMOS and SPSS to investigate the association between job rotation and

employee performance at Mobilink Cellular. Based on the study's descriptive statistics, it is determined that gender has modest variances in their performance response to job rotation. Male participants made up 58.8 percent of the 277-sample size, while female representation made up 42.2 percent. Female employees' overall performance was less favorable towards job rotation. However, the percentage difference is not significant, indicating slight variances in perception regarding the relationship between work rotation and employee job performance. When it comes to the performance of the personnel in the firm, the assessment opens the inclinations of both genders to job rotation. According to demographic factors based on age, youth were more predisposed to the benefits of job rotation than older employees of the firm. Young employees embrace job description changes as a result of job rotation because they desire to tackle new challenges. As a consequence of the study's findings, both men and women demonstrated devotion to their assigned tasks and duties as a consequence of job rotation. Likewise, new hires and youth shown a significant dedication to job rotation by linking the job rotation tactics that has benefitted their career in a sophisticated way. The present investigation intends to analyze variances in demographic characteristics related to job rotation and employee performance. According to gender-specific studies on the subject of job rotation, workers have various approaches and perceptions toward realistic workplace environments. Employees act differently with respect to their talents, capabilities, competencies, and productivity on varied job positions. Hence, this research discovered blatant gender discrepancies in employee's productivity and job rotation.

## 5. Conclusion

This study intends to investigate the influence of job rotation on employee performance at Mobilink head offices, branch offices, and regional offices, mostly in Peshawar. The current study considers demographic factors such as age, gender, and educational backgrounds in relation to employee performance in response to work rotating methods. According to the current study's findings, gender shows small differences in their likability towards rotating procedures. Both genders benefit from work rotation, which has improved employee performance. The current study made use of a previously developed survey instrument that used a Likert scale. SPSS was used to process the responses of the respondents for the basic demographics analysis. AMOS, on the other hand, was used to determine the major impacts of work rotation on employee job performance, which demonstrated that Mobilink workers productivity was directly related to job rotation. Worker's performance was enhanced by changing roles at the Mobilink offices on a regular basis. However, age demographics revealed that younger employees are more enthused about new tasks and responsibilities as a consequence of job rotation, whereas older employees prefer to stay in their existing jobs. Because they do not wish to welcome changes frequently, experienced personnel perform better in their existing working settings. Organizational structures should include job rotation practices in their employee career planning since the concept of cyclical activities flourishes the capabilities and capacities of the workers. Gender exhibits minimal variance based on demographic variables, which sees job rotation as inviting chances for organizational improvement. Both male and female Mobilink employees see regular rotating practices as a means of furthering their careers and enhancing their lives.

Periodic rotating timetables improve staff morale and reinforce their commitment to accomplishing organizational goals and objectives. Future researchers can use qualitative research methodologies to learn about the deep-seated feelings and emotions of employees who are rotated through different roles. Potential researchers might examine socio-cultural variances and changes in organizational structures in relation to work rotation requirements, as cultural patterns establish static beliefs that restrict employees' adoption of new duties. The current study makes several contributions to human resource management field that deepens the extant knowledge on job rotation and its influence on employee performance in an organizational setting. The findings of the study have valuable insights for the executives, business strategy thinkers, chief executives, and other authorities in making judgements on work rotating patterns and their importance from the workers perspectives. The results provide rationale base for the HR managers, which may assist policymakers in changing policies for human resource training and rotating statutes. The study's aims were met through the use of quantitative research. As a result, qualitative research tools can better examine respondents' inner ideas while conducting interviews, observations, focus groups, and so on. A self-reported single-item Likert scale questionnaire was used to ascertain Mobilink workers' perspectives on job rotation. The Likert scale is said to be useful for acquiring profound understandings into respondents' perspectives (Bergkvist & Rossiter, 2007). Still, the genuine meaning of their inner ideas may not

be properly communicated; so, I recommend that future researchers use various types of data-gathering devices that can authenticate their respondents' true intents. Because human intentions are a tough phenomenon to comprehend (Perrini, Castaldo, Misani, & Tencati, 2010). As a result, future researchers are advised to perform the study in various sections and locations, as cultural variety plays an important role in modifying respondents' perceptions. For the current study, a cross-sectional survey was done; consequently, future researchers might use longitudinal surveys as perceptions, values, and beliefs vary over time.

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