

Research Article

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The role of Job Rotation on Employee Performance in Telecommunication Companies in Hargeisa, Somaliland

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Abstract

Keywords

Job rotation
Employee performance
Satisfaction
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The study investigated the impact of job rotation on employee performance in telecommunication companies in Hargeisa, Somaliland. Using a descriptive research design, non-probability sampling, and a sample size of 95 individuals, the study found that job rotation significantly influenced job satisfaction (mean = 1.818, SD = 0.856) and productivity (mean = 1.844, SD = 0.8754). Moreover, a positive correlation ($r = 0.101$, $N = 144$) between job rotation and employee performance was identified, suggesting that increasing job rotation positively affects performance. Overall, the findings emphasize the importance of job rotation in enhancing organizational effectiveness and employee outcomes in telecommunication companies in Hargeisa, Somaliland.

I. Background of Study

Globally, Employees are the organisation's most valuable resource, and the ability of employers to attract, retain, and reward appropriately talented and competent employees determines an organisation's success or failure. (Madingwane, 2023)

The performance management is a systematic process of the workload planning and expectations setting, of the continuous performance monitorization, development of the performing capacity, periodically performance evaluation and

high performance recommendation. Nowadays, on the emerging markets, the performance management is being looked as a participative system, continuous and future oriented, is being looked as an ongoing cycle of criteria settings, monitorizations, evaluations, diagnosis and improvements, action plans and development resources (Shields, 2007).

In Africa, Employee performance is one of the most critical factors that have an impact on organisational success. The quality and characteristics of an employee in the organisation are important attributes for success. it is not

possible for an organisation to attain its goals and objectives without employees. (S Chauke, 2018)

Employee performance is the outcome of the achievement attained by an employee within the organisation based on their duties, with the aim of assisting the organisation to achieve its goals and objectives (Larsen, B., Gunawan, 2018)

According to (Sadraei, 2019) Employee performance of great importance, and it is the core of the organisation's productivity. Companies' success relies on employee performance; hence employee performance is vital.

In Somaliland, employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by depending on one or two individuals' effort, it is collective effort of all the members of the organization (Jama, 2017)

Since there are no prior studies made in effect of job rotation in employee performance, this study focuses the effect of job rotation on employee performance in telecommunication companies, Hargeisa Somaliland.

II. Problem statement

The importance of job rotation has been long recognized in almost every corporate setting all around the world. Job rotation is an excellent way for the organizations to develop employees, managers and executives (Beatty RW, Schneier CE, McEvoy GM, 2016). Job rotation also improves employee's problem-solving abilities and shared understanding of the job, enhances team efficiency and enables the employees to avail promotion opportunities after successful completion of job rotation programs (Faegri TE, Dyba T, Dingsoyr T, 2010). Thus, both the employees and employers can benefit from job rotation practices.

In Somaliland, there is a notable absence of evidence or prior studies exploring the impact of job rotation on employee performance. Additionally, organizations in Somaliland have yet to embrace the practice of rotating their employees to enhance performance levels.

This lack of adoption signifies a significant gap in understanding and implementing job rotation strategies within Somaliland's organizational landscape. This will lead as consequence of Organizations may face potential challenges stemming from uncertainty about the effectiveness of career change. Ineffective turnover practices can lead to lower employee morale, higher turnover rates and decreased organizational productivity. However, this study underscores the urgent need for further empirical investigation to unravel the intricacies of the relationship between job rotation and employee performance.

III. Research objectives

General objective

The general objective of this study is to find out the role Job Rotation on Employee Performance in Telecommunication Companies in Hargeisa, Somaliland.

Specific objectives

1. To assess the impact of job rotation on customer satisfaction in telecommunication companies of Hargeisa, Somaliland.
2. To determine the extent to which job rotation influences employee productivity levels within telecommunications companies in Hargeisa, Somaliland.
3. To explore the relationship between job rotation and employee Performance.

IV. Literature review

Concepts, options, and ideals from different authors on job rotation

According to (Mohan, K., & Gomathi, S., 2015) they defined job rotation practices as the activities that involve mobilizing employees across functional departments in an organization. Job rotation practices, usually shortened as job rotation, are distinguished from job promotion. According to (Arasanmi, C. N., & Krishna, A., 2019), job rotation also enhances employees' learning and skill acquisition and allows them better to understand the capabilities and challenges of other departments. As a factor of organizational climate, job rotation encourages information exchange and is conducive for cross-functional trust (Thongpapanl, N., Kaciak, E., & Welsh, D. H., 2018)

Thus, job rotation can assist in developing a deeper and broader understanding of another functional department. This is achieved as the rotating employee becomes privy to the other department's "thought-world" and knowledge domain during the time of rotation within the other function. However, job rotation has some adverse effects on organizational outcomes, especially when the employees are hesitant to move (Fernando, A. G. N. K., & Dissanayake, D. M. R. S., 2019)

Job rotation and customer satisfaction

Job satisfaction has a big impact on how an employee performs his job. Both elements have an impact on job safety and employee perception of it. A satisfied employee devotes himself to work, performs orders better, cares for others and for himself. He feels safe in the enterprise. (Szymon T. Dziuba, Manuela Ingaldi, Marina Zhuravskaya, 2020). Job satisfaction has been defined in a variety of ways. For instance, Cansoy (2019) defined job satisfaction as a measure of the feeling towards the work of a specific person. According to Dilig-Ruiz *et al.* (2018), job satisfaction is more related

to an organization's approach to improving job design and work-life quality, among other factors.

Each person has different criteria for measuring own job satisfaction. The factor that influences it, is the style of management, but also payments, working hours, schedule, benefits, stress level and flexibility.

Job satisfaction is related to productivity, motivation, work performance and life satisfaction which means that this also applies to the private lives of employees. (Abuhashesh *et al.*, 2019), Halcomb *et al.* (2018) added that it is imperative to measure job satisfaction positively related to performance. Therefore, forward-looking organizations need to ensure their employees are satisfied with their working conditions and arrangements.

Job rotation and productivity

Productivity has become an important facet of work culture in the organisation. In general terms, productivity refers to the conversion of inputs such as human resources, money, time into outputs. Understanding the employee's attitude in today's dynamic work environment poses a challenge for organisations. (Singh, 2022)

The concept of employee productivity has been defined by various authors according to their study (Yunus, E.N and Ernawati, E., 2017). Employee productivity is the capability to produce goods and services in order to achieve the goals of the organisation. Employee productivity in terms of impersonal trust therefore lack of trust between employees and employers can lower the Productivity of employees, hindering the organization's performance. (Iqbal, N., Ahmad, M., and Allen, A.M., 2019). employees can be motivated by Maslow's hierarchy theory of needs through its lower level needs needs through its lower level needs to higher-order needs entailing physiological needs, safety or security needs, social needs, self-esteem needs, and self-actualization needs to be productive at the workplace. Apart from these, there are also

various other factors influencing employee productivity, and the most important of them all is the work environment in which people work.

V. Methodology

The study employed a descriptive research design to investigate the correlation between job rotation and employee performance at telecommunication companies in Hargeisa, Somaliland. Non-probability sampling methods were employed for participant selection, with simple random sampling ensuring unbiased representation.

The sample size of 95 individuals was determined using the Solvents Formula to ensure statistical significance. Ethical considerations were prioritized, including obtaining informed consent and safeguarding confidentiality. The target

population consisted of telecommunication companies in Hargeisa.

Data collection involved primary methods such as questionnaires and interviews, supplemented by secondary data from existing literature.

Close-ended questionnaires, including Likert scale questions, were used, and Google Forms facilitated data collection.

Data analysis was conducted using Microsoft Excel and SPSS, focusing on frequency and percentage measurements to provide specific insights.

The findings were presented through SPSS tables to enhance accessibility and comprehensibility.

VI. Results and findings

Table 1.0 Demographic characteristics

	Characteristics	Frequency	Percentage
Gender	Male	46	40%
	Female	86	60%
Age	20- 24	11	10%
	25- 29	41	36%
	30-34	24	21%
	35-45	35	30%
	45 above	3	3%
Marital status	Single	57	50%
	Married	49	43%
	Separate	8	6%
Education Background	Degree	77	67%
	Master	36	32%
	PHD	1	1%
Work experience	1-2	18	16 %
	3-4 years	67	67%
	5- 7 years	16	14%
	Above 8 years	4	4%
Job rotation frequency	Never rotated	18	16%
	1-2 times	58	50%
	3-4 times	32	28%
	Above 5 times	6	4%

The table provides a breakdown of various characteristics of respondents, including gender, age, marital status, education background, work experience, and frequency of job rotation. In terms of gender, there were 46 male respondents (40%) and 86 female respondents (60%). Regarding age, the majority of respondents were in the age range of 25-29 years (41%), followed by 30-34 years (24%), and 35-45 years (35%). Only a small proportion of respondents were aged 20-24 years (10%), while very few were above 45 years (3%). Concerning marital status, the majority of respondents were single (50%), followed by married individuals (43%), and a small percentage were separated (6%). Regarding

education background, the majority of respondents held a degree (67%), followed by those with a master's degree (32%), and a negligible percentage had a Ph.D. (1%). In terms of work experience, the largest proportion of respondents had 3-4 years of experience (67%), followed by those with 1-2 years (16%), 5-7 years (14%), and a small number had over 8 years of experience (4%). Regarding the frequency of job rotation, the majority of respondents had been rotated 1-2 times (50%), followed by those who had never been rotated (16%), 3-4 times (28%), and a small percentage had been rotated more than 5 times (4%).

Table 1.2 Job Rotaion and job satisfaction

	Statement	N	Mean	Std. Deviation
1	job rotation enhances your overall job satisfaction compared to a static role	114	1.76	.845
2	The prospect of future job rotations motivates me to perform better in my current role.	114	1.99	.955
3	I am satisfied with the variety of tasks and responsibilities experienced through job rotation	114	1.84	.858
4	I feel more engaged and motivated in my work due to job rotation	114	1.82	.914
5	I believe job rotation has contributed to my professional growth and skill development	114	1.68	.708

Source: Primary Data (2024)

According to Table 1.2, the perception of the participants towards job rotation for their job satisfaction with the average mean (1.818) and standard deviation of (0.856). These findings show that the participants agreed that job rotation plays a role in employees of job satisfaction

In assessing the first question on job satisfaction, respondents agreed that job rotation increased overall job satisfaction relative to and achieved static role satisfaction score 1.76 Satisfaction with tasks and responsibilities experienced was expressed, recording a mean score of 1.84.

The fourth question also confirmed that respondents strongly agree that they feel engaged and motivated by the career change, with a mean score of 1.82. Lastly, respondents agreed that job

rotation contributes significantly to their professional development and skill development, recording a mean score of 1.68.

1.3 Job rotation and productivity

Statement	N	Mean	Std.devaitions
1. Job rotation enhances my ability to perform tasks efficiently and effectively	114	1.92	.894
2. I believe that job rotation contributes to a more dynamic and productive work environment	114	1.72	.826
3. Employees who participate in job rotation are better able to adapt to changing work demands, resulting in increased productivity	114	1.92	.874
4. Job rotation exposes me to different aspects of the organization, leading to improved problem-solving skills	114	1.77	.820
5. I find that job rotation helps me stay motivated and focused on my tasks, ultimately boosting my productivity	114	1.89	.963
	114		

Source: Primary Data (2024)

The data from Table 1.3 reveals that participants perceive job rotation to significantly contribute to employee productivity, as indicated by an average mean score of 1.844 and a standard deviation of 0.8754.

The first query on job productivity indicates strong agreement among respondents that job rotation enhances the ability to perform tasks efficiently and effectively, with a mean score of 1.92. Additionally, respondents agreed that job rotation fosters a more dynamic and productive work environment, scoring a mean of 1.99. Subsequent to this, question three demonstrated respondents' agreement that employees

participating in job rotation are better equipped to adapt to changing work demands, resulting in heightened productivity, with a mean score of 1.92.

Following question four, respondents agreed that job rotation exposes them to various facets of the organization, thereby improving problem-solving skills and productivity, with a mean score of 1.77.

Finally, respondents strongly agreed that job rotation aids in maintaining motivation and focus on tasks, ultimately leading to increased productivity, scoring a mean 1.89.

Table 1.4 Correlation job rotation and employee productivity

		Job Rotation	Employee Productivity
Job Rotation	Pearson Correlation	1	.101
	Sig. (2-tailed)		.003
	N	114	114
Employee Performance	Pearson Correlation	.101	1
	Sig. (2-tailed)	.003	
	N	114	114

Source: Primary Data (2024)

The table 1.4 presents the findings of the Pearson correlation test examining the relationship between job rotation and employee performance. The results revealed a positive and significant correlation, with a specified Pearson correlation coefficient (r) value of 0.101 and a sample size (N) of 144, exceeding the critical value of 0.003. This indicates an incremental effect in job adjustment is an increase in employee performance.

Recommendations

1. The telecommunication companies in Hargiesa Somaliland must develop a structured job rotation program tailored to the needs of Rotate employees to different departments and functions to broaden their skill sets and perspectives.
2. The telecommunication companies in Hargeisa must Offer targeted training and support during job rotations to ensure employees are equipped with the necessary skills and knowledge to excel in their new roles.
3. The telecommunication companies in Hargeisa must Foster collaboration among teams within the telecommunication company in Hargeisa to capitalize on the diverse expertise available and drive innovation.

4. The telecommunication companies in Hargeisa must Conduct regular performance evaluations specific to the Hargeisa context to assess the impact of job rotations on employee performance and adapt the program as needed.

5. The telecommunication companies in Hargeisa must Recognize and reward employees who demonstrate exceptional performance and growth as a result of participating in job rotations, motivating others to actively engage in the program.

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