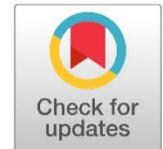




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Moderating role of Social Support on the relationship between Job Rotation and Job Performance among Academicians in Higher Education Institutions

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ABSTRACT

This study examines the relationship between job rotation and job performance in the Higher Education Institutions of Malakand division of Khyber Pakhtunkhwa, Pakistan, with the moderating effect of social support. For the data collection, the researcher used Simple random sampling to distribute the self-administered questionnaire among the 235 academicians members. The data was analyzed using statistical tools through SPSS for the study's final results. It has been found that job rotation, job performance, and social support are positively correlated, indicating that rotation can enhance employee performance when coworkers support the employee. Furthermore, social support moderates the relationship between job rotation and employee performance in HEIs. Academicians can learn about study results from the university by supporting them and providing limitations and recommendations at the end of the study.

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1. INTRODUCTION

It is becoming increasingly important for managers and leaders to consider performance improvement and job enrichment strategies that extend beyond traditional classroom training, tenure promotions, and seniority perks in a complex, decentralized, and global economy with dynamic organizational workplaces (Casad, 2012). In light of the above statement, job rotation has theoretical and practical importance in uplifting Organizational

performance. It builds a robust academic community and strengthens the country's intellectual capital. Job rotation can facilitate collaboration and research partnerships between universities. When academic members from different institutions work together, it promotes interdisciplinary research, encourages the pooling of resources, and enhances the quality and impact of research outcomes. Collaborative research projects can lead to technological advancements, innovation, and economic growth in the country (Compion et al., 1994; Battini et al., 2022).

In universities, job rotation allows academics to share knowledge, expertise, and research findings across institutions. In various fields, this exchange of ideas and experiences contributes to the dissemination of knowledge and the advancement of research. University job rotation allows academics to understand different educational systems, teaching methods, and cultural contexts. A job rotation gives them valuable insights and a global perspective when they return to their home institutions. This can enrich the educational environment. (Burke &

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Moore, 2000; Hsieh & Chao, 2004) The internationalization of academicians contributes to more diverse and inclusive student learning experiences. In addition to promoting knowledge exchange, job rotation programs foster collaboration, increase research productivity, and contribute to the development of a globally connected community among academics. In this way, a country can develop intellectually, socially, and economically (Kampkötter et al., 2018).

An individual's job performance is also defined by how effectively, efficiently, and qualitatively they carry out their work-related tasks and responsibilities within an organization. Employee performance is evaluated based on their ability to meet job requirements and expectations (Witt & Carlson, 2006). Job performance is typically evaluated through a combination of objective measures. It evaluates an employee's ability to effectively communicate, collaborate, and build positive relationships with colleagues, superiors, clients, and other stakeholders. This assesses an employee's ability to adapt to changing circumstances, handle new challenges, and adjust their approach to work when necessary (Ray et al., 2024; López et al., 2022).

Social support refers to the assistance, care, and resources provided by individuals, social networks, and communities to promote well-being, cope with challenges, and enhance resilience. It involves various forms of support, including emotional, informational, instrumental, and appraisal support. Friends, peers, and colleagues can provide social support through companionship, listening, advice, and shared experiences. They offer emotional understanding, social interaction, and a network of support. Social support contributes to positive mental health outcomes, such as reduced stress, improved self-esteem, increased resilience, and lower levels of anxiety and depression (Capitano et al., 2022; Chen et al., 2009). Social support can positively impact job performance by providing employees with the resources, encouragement, and assistance needed to succeed. Here's how social support can relate to job performance (Yucel, 2021).

Researchers observed many challenges in the university environment, especially in employee promotions, hiring new employees, performance evaluations, skill development and knowledge development. In addition, job rotation refers to moving employees between different positions within an organization. The purpose of this strategy is to expose employees to a variety of responsibilities and roles. The organization will become more familiar to them through this process. The current study tries to understand job rotation, which stimulates employees in the Universities of Malakand division of KP, Pakistan. Universities must also develop strategies for evaluating performance support from the organization and individuals in job rotation for their employees. As part of the current study, the employees' rotation, social support and performance at universities will also be evaluated so that authorities can make decisions. The government of Pakistan (GOP) has struggled to improve the organization through tools like skilled workers, social activities, and increasing pressure on employees but has ignored their basic needs (Mohsin et al., 2012). In order to achieve the best results, the GOP has planned the most effective performance rewards for different techniques and tools. Pakistan contributes significantly to the global economy (Khan et al., 2022; Allen, Qian, 2005). Thus, the GOP assumes improving employee productivity throughout institutions by

motivating employees to achieve goals. They examine university improvements, employee engagement, employee skills, and talent. In the present world, universities are the linchpin of any country's economic growth. Consequently, the organization's employees will be able to adapt and be more innovative in their leadership practices. In addition, the article examines how social support impacts job rotation and performance in Malakand division universities in Pakistan.

2. LITERATURE REVIEW

Job rotation can increase employee momentum and encourage them to participate actively. An organization develops employee abilities, enthusiasm, skills, leadership adaptability and innovation, encouragement and motivation through job rotation. It is imperative to consider the skills and aspirations of employees and the organization's strategic goals when implementing job rotation. By rotating jobs, employees gain work skills from various activities and avoid burnout (Khan et al., 2021; Kampkötter et al., 2018). It allows Academicians to expand their admiration of organizational objectives. It is also an opportunity to gain a deeper understanding of a field that is very different from your own, build up a strong network of organizational associates, and increase the number of new employees they hire. Rotating jobs allows employees to acquire different skills and knowledge. Exposure to different tasks and roles enhances their ability to adapt to changing job requirements (Battini et al., 2022).

As a primary purpose of rotations, they were created to develop workforce skills. However, organizational designs centered on employees' needs and desires led to a second motivational purpose (Huang et al., 2022). By rotating jobs, academic members expand their professional networks, learn different teaching methods, engage in collaborative research, and acquire new skills. Exposure to different institutions and academic cultures can enhance research productivity, teaching effectiveness, and professional development. Kampkötter et al., 2018 contend that it enhances the quality of education universities provide in the country. Job rotation programs at universities foster innovation, collaboration, and intellectual growth. Academic members and researchers worldwide often flock to such institutions due to their reputation within the educational community. It contributes to the country's competitiveness and excellence in higher education (Jans & Frazer, 2004). Job rotation can positively impact job performance by providing employees with various benefits and growth opportunities. In addition, it can expose employees to different responsibilities and roles within an organization. As a result, they can learn new skills, expand their knowledge base, and gain a broader understanding of the organization's operations. In addition to gaining diverse skills through job rotation, employees also become more adaptable and versatile, which can enhance their job performance.

Rotating jobs can provide career advancement opportunities for employees. Employees need to gain experience in various roles to develop a well-rounded skill set and demonstrate their ability to perform effectively in various roles. As a result, job performance can be enhanced by promotions, lateral moves, or higher-level responsibilities. It facilitates the exchange of knowledge and expertise between employees from different departments or functions. Rotating between positions

allows employees to learn from colleagues with specialized knowledge and skills. Employees can benefit from this knowledge transfer by acquiring valuable insights and best practices across the organization (Yusel, 2021). During cross-training, employees of a specific unit or department gain varied skills; it is also considered a practical way to enrich and expand their job duties.

Employees are exposed to different aspects of the organization through job rotation, including different teams, departments, and functions. In this way, employees gain a broader perspective and better understand how their work contributes to the organization's goals. Employees are more likely to make informed decisions with a holistic view of an organization. Moreover, it can help them understand how various areas are interconnected. Repeating tasks for an extended period can lead to monotony and boredom. Job rotation can motivate and engage employees by introducing variety and challenging challenges. Motivated and engaged employees are likelier to put forth effort and strive for excellence, resulting in improved job performance (Jans & Frazer, 2004).

Job performance can be positively impacted by social support. Stress related to work can be buffered by social support. It is easier for employees to cope with job demands and stressors when their social networks support them and provide them with resources and emotional support. It is possible to improve job performance by reducing stress levels. Social support at work contributes to higher job satisfaction, which in turn contributes to better performance at work. A work environment where employees feel valued, appreciated, and supported increases motivation and engagement (Casad, 2012). Employees can share knowledge and learn from one another through social support networks. Having contacts can enable a person to develop skills, knowledge, and perspectives that can enhance their performance on the job. Supportive relationships within an organization can fuel the development of a learning and development culture.

Additionally, social support can reduce turnover intentions. In organizations with strong social support, employees feel more connected and committed. Increasing stability and continuity in the workplace can positively impact job performance by reducing turnover (Deng et al., 2022). Having a positive relationship between social support and job rotation is beneficial for both individuals and organizations. Families, friends, colleagues, supervisors, and other social networks provide social support to people. During a job rotation, employees change roles or positions within an organization.

In literature, job performance is viewed from in-role and innovative perspectives. When someone performs their duties under their job title, it reflects their in-role performance. Formal behaviors are required for individuals to achieve performance objectives. Innovative job performance aims to achieve novel results beyond routine requirements. It is imperative to generate and adopt novel ideas and implement them successfully to improve organizational performance. Based on the particular situation and its characteristics, in-role and innovative job performance can be used to evaluate individuals' contributions to organizational objectives.

Moderation Role of Social Support

The importance of realizing that moderation effects can vary from study to study and from context to context cannot be overstated. Researchers continue to investigate social support to identify the conditions that most likely affect job performance. Furthermore, they identify when it has a greater or lesser impact. Various contextual factors can influence the moderation role of social support, such as the nature of the job or the work environment (Zhou & Lin, 2016). Social support may improve job performance in jobs that require higher levels of interpersonal interaction or teamwork than solitary or independent work. It is also possible for organizational culture and climate to affect the relationship between social support and job performance. Moreover, supportive relationships and collaboration may significantly impact job performance in organizations that prioritize and encourage supportive relationships. The effects of social support on job performance may be reduced in organizations with a competitive or unsupportive culture (Park et al., 2020).

Job performance may be affected by emotional, instrumental, or informational social support. Supporting specific job-related skills or performance may be more effective when provided through information (e.g., guidance or resources). Alternatively, emotional support (e.g., empathy and understanding) may enhance overall job performance and reduce stress (Ghani et al., 2022). This study proposes the following hypotheses based on the discussion above:

- H1: Job rotation has positive associated with Job performance among employees.
- H2: Social support moderates the relationship between Job rotation and Job performance among the employees.

3. METHODOLOGY

SPSS (version 23.0) was used to analyze data collected in this study. To collect the data, a self-administered questionnaire was used. In this study, likert scales ranging from 1 to 5 were used. Using a reliable scale, job rotation, performance, and social support can be measured. A questionnaire consists of four sections. Demographics, such as age, marital status, gender, and experience, are covered in the first section, while job rotation is discussed in the second. Questions regarding job performance are asked in the third section, while those regarding social support are asked in the last section. A total of 18 factors were used to analyze job performance (Khan et al., 2016; Meyer et al., 1990), six items analyzed job rotation at a reliability of 0.83, and five items analyzed social support at a reliability of 0.91. In the current study, simple random sampling was conducted and the Malakand division was selected. The researcher visited different HEIs and distributed the questionnaire to all employees. A total of 235 were collected, which was suitable for final data analysis. In the current study, descriptive statistics are employed. KP's Malakand division is examined in this study to determine respondents' characteristics and the prevalence of study variables. In order to analyze the relationships between the variables, a correlation analysis was conducted, along with a regression analysis.

4. RESULTS & DISCUSSION

The self-administered questionnaire was distributed among the members, and the response rate of the returned questionnaire was 70%. Based on the current study's findings, Table 1 presents respondents' personal and demographic characteristics from HEIs in Malakand, KP. Based on the table results, 235 questionnaires were used for the final data analysis. In Pakistan, females have more difficulty performing their jobs in every sector, so there were more male respondents. Most women are housewives. Women in higher education cannot take care of their homes because the working hours are extremely long. As a result, 52 percent of the students in the current HEI study are male, while 43 percent are female and 4 percent remain undetermined. Additionally, the table shows that workers in HEIs who are between 30 and 40 are more engaged in their workplace because young people like to rotate within their organization. They are more innovative and adaptable to new environments.

Table 1
Respondent's characteristics in HEIs

Characteristics	Respondents (n)	%age
Gender		
Male	123	52.1
Female	112	43.3
Age		
Above 41	81	34.4
31-40	104	44.2
31-40	50	21.3

For further analysis, the study objective has to identify the relationship of the variables, which are determined based on the correlation. In addition to the correlation, Table 2 shows the Cronbach alpha, which determines the reliability of the variable and is in the acceptable range of the study (Khan et al. 2020). The table shows the alpha values are 0.88, 0.84 and 0.81, respectively. Moreover, table 2 shows that the mean and standard deviation values of the job rotation, performance and social support are 0.69 & 2.5, 3.93 & 0.72 and 4.04 & 0.69, respectively. Similarly, the more significant standard deviation indicated that employees differed regarding social support and job rotation.

Table 2
Correlation Matrix, Reliability Analysis, Descriptive Statistics

Variable	Cronbach's Alpha	1	2	3	Mean	S.D	Min	Max
Job Rotation	0.88	12.87			0.69	2.5	3.2	3.3
Job performance	0.84	0.73	1		3.93	0.72	2.5	2.9
Social support	0.81	0.742	0.641	1	4.04	0.69	2.6	3.1

The present study used the HMRA model to analyze the objectives. As shown in Table 3, the independent variable-Job rotation- was associated with the dependent variable-job performance in the first model of HMRA. Table 3 shows that the F values are 69.001 and the variation in job performance is 23.7%. Along with independent variables, social support was also entered with job performance,

which showed a variation of 24.5%. In the last step of the HMRA model, the interaction term of job rotation and resources with social support and the dependent variable of job performance were entered into the model. Based on Table 3, 27.4% variation occurred in the model, while the interaction term was significant at $p > 0.05$.

Table 3
Hierarchical Multiple Regression Analysis

Job Performance		
MODEL 01	Standardized β Coefficients	t-value
Job Rotation	0.551	8.706**
Adjusted R2		0.334
R2 Model		0.237
F Model		69.001**
Job Rotation	0.534	5.343*
Social Support	-0.453	3.338**
Adjusted R2		0.254
R2 Model		0.245
F Model		68.091**
Job Rotation	0.407	3.993*
Social Support	-0.390	3.551**
Interaction (W1'SS)	0.201	1.987*
Adjusted R2		0.281
R2 Model 03		0.274
F Model 03		41.233**

Note: a = Dependent Variables; *Significant at $p < 0.05$; **Significant at $p < 0.001$, JB=Job Rotation, SS= Social Support

After considering the above results, the current study identifies a positive correlation between job rotation, job performance, and social support. Camion et al. (1994) reported that as rotation increases, job performance increases, thereby increasing the productivity of organizations and individuals. Moreover, the current study's findings suggest that social support moderates the relationship between job rotation and performance, which explains that employees' productivity increases as support from coworkers and supervisors increases.

5. CONCLUSION & RECOMMENDATIONS

This study examined job rotation, job performance, and social support in HEIs in the Malakand division of Khyber Pakhtunkhwa, Pakistan. It is evident from the study results that as rotation within the working environment increases, employee performance increases, which leads to greater commitment and loyalty among employees (Campion et al., 1994; Zigarelli, 2008). In contrast, job rotation increases employees' motivation, resulting in better performance. Managing job rotation regularly and fairly is a practical and effective way universities utilize their human resources. In addition, the findings suggest that reducing role ambiguity in role stress is the most effective way to increase employees' organizational commitment. The ultimate goal is to increase employees' job satisfaction and encourage them to stay in their careers. This would avoid the vicious circle of high turnover, which wastes valuable human resources. Finally, based on the findings, management should ensure employees are loyal, satisfied, and committed to job rotation practices to enhance their performance. A job rotation policy should foster employee growth, development and creativity; it is not just a routine practice or punishment.

Every study has some limitations, and this study has not been exempted. The study was conducted with limited financial and time resources. The study was conducted in several KP district divisions using quantitative data through a self-administered questionnaire. The researcher collected a single shot data called cross-sectional. Based on the above-discussed limitations, the researcher suggested that proper funding be allocated for the data collection and proper time be given.

Moreover, the study should be conducted through longitudinal survey analysis to enhance the results. In addition, it further suggested that the data may be collected from another part of the province or any other province that can compare the results. A similar culture may find the findings of this study highly relevant. Empirical evidence from other countries or cross-culture comparisons are necessary to generalize the findings of this research. The study does not consider personality traits when investigating the role of information technology in enhancing job performance. Different personality traits have unique characteristics, which may influence knowledge sharing in digital work. Future studies should examine the effects of personality traits on knowledge sharing in digital work.

Conflict interests

The authors declare no conflict of interest.

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