



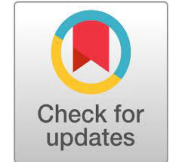
Content list available at:
<https://journals.carc.com.pk/index.php/CRISS/article/view/94>

CARC Research in Social Sciences

Journal homepage : journals.carc.com.pk



The Influence of Job Rotation on Employee Performance in the Syrian Nour Foundation



Sarab Alaflaq^{1*}, Abdullah Aloqab² & Abdullah Al-Dakhli²

¹ School of Business Administration, Hunan University, Changsha 410082, China

² School of Economics and Trade, Hunan University, Changsha, Hunan Province 410079, China

ARTICLE INFO

Article history:

Received: Feb 17, 2024
 Revised: March 27, 2024
 Accepted: March. 29, 2024
 Published: March. 31, 2024

Keywords:

Employee Performance
 Knowledge
 Job Rotation
 Job Satisfaction
 Employee Motivation

ABSTRACT

The study examines the impact of job rotation on employee performance at the Nour foundation in Syria. It focuses on skill development, job satisfaction and overall performance. A total of 200 questionnaires were sent to employees at Nour Foundation. The study utilizes descriptive statistics and structural equation modeling. Before employing structural equation modeling, the study performed reliability and validity analysis. The results confirmed model fulfil the reliability and validity threshold. The result of the structural equation shows that employe performance is positively correlated to job rotation. Additionally, job rotation significantly enhances employee motivation, job performance and satisfaction. Furthermore, the study also highlights the significance of job rotation in rising employee performance, knowledge, and skills. For maximizing the employee performance, the study suggests that business should exercise the job rotation policies.

Copyright © 2024 CARC Research in Social Sciences. Published by Center for Advocacy Research & Communication – Pakistan. This is an open access article licensed under CC BY:

(<https://creativecommons.org/licenses/by/4.0>)

1. INTRODUCTION

In today's fast-paced and constantly evolving business environment, organizations are continuously seeking ways to improve employee performance. One of the strategies used by organizations to achieve this goal is job rotation. Job rotation involves moving employees from one job to another within the organization to provide them with new experiences and opportunities for skill development. In business management strategy, job rotation has been a fundamental strategy for bossiness looking to

maximizes employee performance. To increase employee performance, knowledge and skills, job rotation policy evolves employee transferring from one place to another within the organization. It transfers employee from one job to another to increase the employee knowledge, skills, and performance, eventually it will increase the overall organization performance (Zehir et al., 2016). Engaging in this activity gives employees a variety of experience that enhance their skills and empower them to handle responsibilities (Guest, 2017) competently and confidently.

In addition to advancing skill development, job rotation significantly impacts employee commitment and motivation. The traditional repetitiveness linked to static positions might result in a decrease in work satisfaction and desire. Job rotation, in contrast, introduces diversity and problems into workers' everyday schedules, strengthening their love for work (Maden, 2015). Exposure to various aspects of the company improves a sense of purpose as workers acknowledge the wider influence of their efforts. Employees who are dynamically involved and committed

*Corresponding author:

Sarab Alaflaq, School of Business Administration, Hunan University, Changsha 410082, China
 e-mail: sarabalafraq976@gmail.com

How to Cite:

Alaflaq, S., Aloqab, A., & Al-Dakhli, A. (2024). The Influence of Job Rotation on Employee Performance in the Syrian Nour Foundation. *CARC Research in Social Sciences*, 3(1), 49–55.

DOI: <https://doi.org/10.58329/criss.v3i1.94>

are more prone to commit more effort to their work, resulting in enhanced performance results and a beneficial impact on team relations.

Moreover, job rotation plays a significant role in the procedure of sequence planning and talent development inside a business. The recognition and planning of people with high potential for leadership roles is a vital factor in maintaining the development of a business. By using job rotation, firms may systematically reveal workers to different positions, enabling them to lift a comprehensive knowledge of the company (Wujarso & Dameria, 2023). Not only this train people for management positions, but it also establishes a pool of talent that the company may tap into when vital jobs need to be filled. The cross-functional exposure facilitates cooperation, dismantlement administrative barriers and promotion an integrated understanding of its processes. Although job rotation offers significant advantages, companies must discourse possible hindrances to ensure its efficacy (Al-Barghouthi, 2022).

Today, almost all organizations capitalize significant resources each year in training programs for technical, management, or human development, aiming to develop organizational performance (Bhatti et al., 2022). The firm may select to introduce employment rotation for various purposes, such as a learning mechanism. The considerable returns of training personnel for various professions beat the related expenditures. Employees are provided with opportunities to develop the necessary skills for career progression inside the firm as a kind of educational resource (Kampkötter et al., 2018). Organizations often implement job rotation to improve employee performance, motivation, and job satisfaction.

To find out how effective it is in a difficult environment like Syria, research study is needed. The study is carried out to see the effect of job rotation on employee performance at Syrian Nour Foundation. Because the environment at Syrian Nour Foundation is complex and not will well understand. Therefore, this study will not only provide insights into the crucial problem of job rotation. This study will determine the crucial factor, to boost the employee performance but also provide guidelines to the business to maximize the overall performance. The study will also contribute significantly to the literature, as this study no study has been conducted to Syrian Nour humanitarian foundation.

2. LITERATURE REVIEW

In human resource management and managerial behavior, there is extensive literature available on the job rotation, having various outcomes. In certain studies, there is a clear correlation between employee productivity and job rotation while some studies indicate no significant impact. However, a common radical in literature is that job rotation may enhance individuals' performance by stimulating the growth of their abilities, knowledge, and adaptability. Tourangeau and Cranley (2006) did research and found a positive correlation between job rotation and workers satisfaction, leading to better competence. Kim and Lee (2017) found a favorable correlation between job rotation and employee performance in research performed at a Korean manufacturing organization. The study showed

that those involved in work turning programs had increased job satisfaction and better technical skills and problem-solving capabilities.

Job Rotation and Employee Performance

Job rotation is a modern human resources tactic where personnel shift between different roles insides a company. This dynamic technique improves workers' skills, encourages their adaptability, and lessens boredom. Studies show that job rotation progressively affects employee performance by raising their knowledge and abilities, improving job satisfaction, and reducing exhaustion. Employees may improve their performance by obtaining a diverse set of skills and a deep understanding of the company, which will make them more adaptable and beneficial contributors. Researchers have thoroughly examined job rotation and its influence on employee performance. Twei and Saina (2015) propose that KCB management could improve their work rotation strategy as a non-monetary incentive to boost employee performance. The results show that job rotation had a positive regression coefficient. Akbar and Hafeez (2015) conducted research in Karachi, Pakistan, for pharmaceutical firms, found that training significantly influences employee performance and development subjects. This would be beneficial for human resources specialists in the pharmaceutical sector in Karachi, Pakistan. It will help them in understanding and valuing the importance of training in improving employee performance in different performance and development areas. This knowledge is especially appropriate for persons employed in various sections of pharmaceutical firms in Karachi. Onyango and Wanyoike (2014) established a significant and valuable bond between employee training and development and their performance. A connection has been established between training and performance of health workers in Kenya. Taurus (2014) studied how job rotation affected the functioning of the Lake Victoria North Water Services Board in Kenya. He concludes that job rotation has a significant effect on the establishment of a high-performance workplace. Thus, companies are more likely to enhance their performance by using job rotation.

Job rotation and human capital

Employee performance is influenced by several factors such as the structure and performance of job rotation programs, employee motivation and expectations, support and resources offered by the business. To enhance the advantages of job rotation and develop employee performance, businesses should precisely plan and execute the rotation program, considering the requirements and objectives of both the corporation and the individuals. Job rotation may enhance employee performance by boosting human capital. The efficacy will vary based on the aspects of the rotation program and the support offered by the organization.

Job rotation, the act of moving people between different places, has been shown to enhance employee performance, particularly for top performers (Kampkötter, 2018). This is because there is a possibility of enhanced productivity and

the extraction of information from employees (Arya, 2004). Job rotation is a cost-effective alternative to specialization that may reduce shirking and enhance worker involvement in decision-making. Job moves and occupational mobility are connected to the development of human capital, where training provided by firms and specialized occupations is crucial (Dolton & Kidd, 1998).

Job rotation and social capital.

Employee productivity may be improved by job rotations since it increases social capital. The study has demonstrated the positive impact of social capital on employee productivity. Social capital is comprised of the networks, conventions, and connections both within and between industries (Louati & Hadoussa, 2021). Through job rotation employees can experience exposure through networking within the industry by taking responsibility in different departments and organizational levels. By making new connections employees could perform better as they have access to useful information, support and guidance (McCallum & Connell, 2009). Job rotation may improve departmental and employees trust and collaboration, which will improve productivity and output.

The way job rotation influences employee productivity through social capital may depend on many factors such as the structure and execution of job rotation program, and by employees motivations, drive and the organization's resources and assistance (Tichat, 2022). To optimize the advantages of job rotation and enhance employee performance via social capital, businesses should meticulously plan and execute the rotation program, considering the requirements and objectives of both the company and the individuals. Job rotation may impact social capital in both beneficial and detrimental ways. Boyi (2021) proposes that fostering positive connections with supervisors might improve learning during work rotations, but Zaharieva (2015) emphasizes the negative impact referrals can have on pay and social welfare. Fernandez, Castilla, and Moore (2000) highlight the financial benefits of investing in workers' social capital, mainly via employee recommendations. Bähr (2016) emphasizes the impact of social networks on jobless persons' choices to move to other regions for employment opportunities, particularly highlighting how exposure to relationships with conflicts might influence their decisions.

3. METHODOLOGY

The study will use quantitative data analysis techniques to analyze and derive significant insights from the obtained data thoroughly. The researcher will use SPSS 27, a well-known statistical program, to apply a broad range of statistical methods. The data will first undergo percentage calculations and duplicate identification to provide a basic comprehension of its content. The stability of the questionnaire's paragraphs will be assessed using Cronbach's alpha test to ensure reliability in the measuring instrument. The Pearson correlation coefficient will be used to assess the validity of the paragraphs by examining the correlations between variables.

The study will use Kolmogorov-Smirnov tests, particularly the 1-sample K-S test, to identify the data type and evaluate its conformity to a normal distribution. A one-way ANOVA test will be used to examine differences across several groups. At the same time, an ordinary least squares (OLS) regression analysis will be conducted to uncover correlations and forecast outcomes. Additionally the study uses structural equations model, to assess the relationship between job rotation and employee performance.

Table 1.
Variables Description

Variables	Notation	items	Likert scale	Nature of variable
Employees performance	EP	9	1-5	Dependent
Innovations	IN	5	1-5	Independent
Job Rotation	JR	13	1-5	Independent
Job satisfaction	JS	8	1-5	Independent
Knowledge skills and abilities	KSA	4	1-5	Independent
Motivation	MO	5	1-5	Independent
Productivity and Adaptability	PA	5	1-5	Independent

The description of variables is reflected in table 1, which shows construct, their items and measurement scale. The latent employee performance (EP) has nine items, and all the items are measured by five-point likert scale, Innovation (IN) has five items, Job rotation (JR) has thirteen items, job satisfaction (JS) has eight items, knowledge skills and abilities has four items motivation (MO) has five items and productivity and adoptability (PA) has five items and all items has been measured by five points likert scale.

The independent variables are Innovations (IN), Job Rotation (JR), Job Satisfaction (JS), Knowledge Skills and Abilities (KSA), Motivation (MO), and Productivity and Adaptability (PA), each assessed using a different number of questions on the Likert scale. These independent variables aim to explore their potential influence on the dependent variable, employee performance. Overall, the table outlines vital aspects of the variables, their notations, the number of items measured, the Likert scale used, and their nature as either dependent or independent variables in the study. To measure the impact of IN, JR, JS, KSA, MO, and PA on EP, the following have the econometric model.

$$EP = \beta_0 + \beta_1 JR + \beta_2 KS \& A + \beta_3 P \& A + \beta_4 IN + \beta_5 MO + \beta_6 JS + \mu \quad (1)$$

Where β_0 is the intercept, β_i is the slope of the respective variables, and μ is the disturbance term.

The demographic Table 2 provides a detailed summary of the research participants with unequal distribution of genders, with 67.0% females and 33.0% men. Most participants, accounting for 59.5%, are between the ages of 30 and 41. Participants under the age of 30 make up 32.0% of the total. The educational backgrounds of individuals differ, with 47.0% having a postgraduate degree and 29.0% possessing a bachelor's degree. The profession levels exhibit a range of variety, with supervisors and heads of departments each accounting for 18.5% and general managers/deputies making up 5.0%. Table 2, which is an aggregate of 200 participants, emphasizes its comprehensiveness, enabling a nuanced comprehension of the sample's makeup and supporting focused analysis in the ensuing study.

Table 2.
Demographic Information of Variables

Variable	Range	Frequency	Frequency Percent
Gender	Female	134	67.0
	Male	66	33.0
Age	less than 30	64	32.0
	30-41	119	59.5
	41-50	4	2.0
	more than 50	13	6.5
Education	Secondary School	14	7.0
	Diploma	34	17.0
	Bachelor	58	29.0
	Postgraduate	94	47.0
	General Manager/ Deputy	10	5.0
	Branch Manager	15	7.5
Career Level	Department Director	29	14.5
	Head of Department	37	18.5
	Supervisor	37	18.5
	Other	72	36.0
	Total	200	100.0

Table 3 shows the reliability of data with Cronbach alpha coefficients ranging from 0.73 to 0.92, with an overall reliability value of 0.84. This indicates that the questionnaire exhibits a high level of reliability, as more than 60% of the variability is accounted for. Consequently, the researcher has successfully established the validity and reliability of the questionnaire, confirming its accuracy for distribution to the population sample.

Table 3.
Cronbach's Alpha for all Variables

Questionnaire fields	Number of paragraphs	Cronbach's Alpha coefficient
EP	9	0.82
IN	5	0.78
JR	13	0.89
JS	8	0.70
KSA	4	0.85
MO	5	0.92
PA	5	0.73
All	41	0.84

To validate the suggested model, this research used confirmatory factor analysis (CFA). This was done by establishing a relationship between the three variables (independent variables, dependent variables, and moderating variables). It is highlighted and validated by the findings of the CFA models that good fit and acceptable requirements for model acceptance. At a significance level of 5 percent, all the estimates of the items are significant (refer to Table 4). In addition, the fit indices of model also indicate that the model is good fit, like the results in Table 5.

Table 4
Construct validity CFA

	Estimate	S.E.	C.R.	P
EP <--- JS	0.473	0.058	8.113	0.000
EP <--- IN	-0.027	0.030	-.922	.357
EP <--- JR	0.426	0.050	8.561	0.000
EP <--- KSA	0.166	0.036	4.570	0.000
EP <--- MO	0.150	0.043	3.468	0.000
EP <--- PA	0.207	0.040	5.206	0.000

The Coefficient of determination measures how much of the variation in the dependent variable (Employee performance) can be accredited to changes in the

independent variables. In this study, six independent variables were checked: job rotation, knowledge skills and abilities, productivity and adaptability, innovations, motivation, and job satisfaction. The investigation revealed that only 84.3% of the change in Employee performance could be explained by these factors (as indicated by the R2 value), while the remaining 15.7% remained unexplained. Therefore, further research is required to identify and investigate other factors that may influence Employee performance.

Table 5.
Model Summary

R	R Square	Adjusted R Square	Standard Error of the Estimate
.918a	0**843	.835	.20292

Table 6 shows the results of a one-way ANOVA analysis that describes the influence of job rotation on employee performance in the Syrian Nour Foundation. A significant value of .000, which is less than 0.05, shows the model is statistically significant in calculating job rotation, knowledge skills and abilities, productivity and adaptability, innovations, motivation, and job satisfaction. Additionally, at a 5% level of significance, the F critical value of 4.84 indicates that the overall model was significant. The fact that the calculated F value (78.99) was more significant than the F critical value further supports this.

Table 6.
The ANOVA analysis results of testing linear regression

	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.17	6	4.52	78.99	.000
Residual	5.07	123	.041		
Total	32.24	129			

All the parameters, including job rotation, knowledge, skills, abilities, productivity, and adaptability, were taken into consideration in the regression model. A performance rating of 1.26 will be assigned to employees if there is no innovation, motivation, or job satisfaction. The results of the data indicate that an increase of one unit in job rotation would increase by 556 when it comes to employee performance, if all other independent variables are held constant at zero. One unit increase in knowledge, skills, and abilities will result in a 0.26 percent increase in employee performance; one unit increase in productivity and adaptability will result in a 0.325% increase in employee performance; one unit increase in innovations will result in a 335 percent increase in employee performance; and one unit increase in motivation will result in a 368 percent increase in employee performance. This suggests that several aspects of employee performance, such as job rotation, knowledge, skills and talents, productivity and adaptability, innovations, motivation, and work happiness, contributed more to the overall improvement of employee performance. At a level of significance of 5% and a level of confidence of 95%, this indicates that there is a statistical relationship between employee performance and job rotation, knowledge skills and abilities, productivity and adaptability, innovations, motivation, and job satisfaction. This indicates that alternative hypotheses should be accepted, while null hypotheses should be rejected. The relevance of job rotation is backed by several studies that

have shown a favorable association between job rotation and employee performance. These studies have confirmed the value of job rotation. When it comes to employee performance in India, for instance, Al-Romeedy (2019) discovered that job rotation had a significant favorable influence, whereas Ozaralli and Rivenburgh (2016) discovered the same thing. I discovered that job rotation improved employee performance at a manufacturing business in Turkey. Implementing work rotation at the Nour Foundation in Syria may enhance staff skills and knowledge, boost job satisfaction and motivation, and decrease turnover intention.

Table 7.
The Coefficients of multiple linear regression

Model	Unstandardized Coefficients		Standardized Coefficients	t-test	Sig.
	B	Std. Error	Beta		
EP	1.26	.208		2.125	0.000
IN	.335	.043	.395	7.808	0.000
JR	.556	.068	.529	8.120	0.000
JS	.035	.045	.041	2.771	0.004
KSA	.026	.055	.024	3.481	0.002
MO	.368	.125	.259	2.946	0.000
PA	.325	.096	.259	3.372	0.011

Figure 1 displays the findings of the structural equation model generated by Amos. The graphic illustrates that JR, KSA, MO, IN, and PA positively and significantly influence EP. The parameter coefficients indicate a substantial association across variables, with JS playing a mediating function on EP.

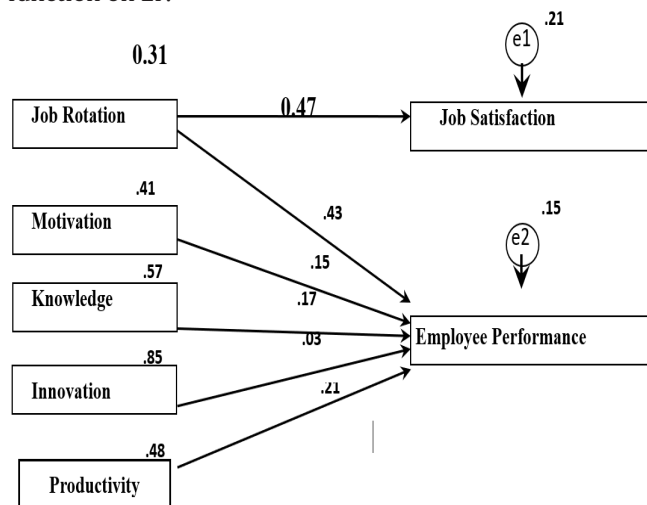


Figure 1. Amos SEM diagram

4. CONCLUSION & RECOMMENDATIONS.

The research examined how job rotation affects employee performance at the Nour Foundation in Syria, using a sample of 200 participants from different management levels. The study found a solid and favorable relationship between job rotation and employee performance, highlighting its statistical importance. The results highlight the beneficial impact of job rotation on workers' skill enhancement, job happiness, and overall performance. Statistical studies repeatedly showed that persons who experienced job rotation had greater work satisfaction, increased motivation, and enhanced performance. The analyses

included correlation, regression, and structural equation modeling. The study also highlights the significance of job rotations in enhancing employee's abilities and expertise, recommending an effective strategy for industry like Nour foundation to improve employee productivity.

Future research

The study suggests interesting avenues for future investigation. Researchers may employ larger and more diverse samples, carry out longitudinal studies, and incorporate objective performance measures in order to get over limitations. To analyze the effectiveness of job rotations in different countries or industries could yield important information about the environmental and cultural factors effecting this practice. Furthermore this study encourages research into the precise mechanism through which job rotations affects workers motivations, satisfaction and skill improvement. Theoretically, the study points out the positive impact of job rotation on employee performance, it also fills a knowledge gap regarding the Syrian environment and provides the affirmation of job rotation as a useful strategy for human resource management. This study also offers insightful information to industries about implementing employee rotation programs.

Recommendations

This study also suggests that industries like the Nour foundation, should think about implementing employee rotation programs to boost employee productivity. Job rotation is regarded as a mean of motivating employees, developing upgraded skills, minimize uniformity, and raising job satisfaction and retention rates. Managers should promote the advantages of work rotation, include employees in designing the program, and assess its efficacy. Implementing managerial job rotation may significantly improve staff performance. Managers should contemplate job rotation, articulate its advantages, include workers in program development, and oversee its execution. Research revealed that job rotation had a notable beneficial effect on employee performance by enhancing work satisfaction, motivation, and skill acquisition. Job rotation was shown to have a favorable impact on workers' loyalty to the firm and decrease turnover intentions. The study utilizes existing research to highlight the mediating function of work satisfaction in the correlation between job rotation, motivation, and employee performance. It supports the idea that work happiness is essential in influencing the connections between characteristics like intrinsic motivation, leadership, and innovation and how this affect employee performance.

Limitations

However, the study acknowledges certain limitations. The sample size of 200 employees from a single organization may limit the generalizability of the findings to a broader population. The reliance on self-reported data introduces the possibility of response bias, and the absence of a control group complicates isolating the exclusive effects of job rotation on performance. The cross-sectional

design hinders establishing causal relationships, and the study primarily relies on self-reported measures without objective performance metrics.

Acknowledgement

The authors like to thank Professor/ Xin Xin Lu for helping and supporting during this research. Also, great thankful for anonymous reviewers for a valuable comments and suggestions.

Conflict interests

The authors has declared that no competing interests exist.

References

- Akbar, W. & Hafeez, U. (2015). Impact of Training on Employees' Performance Evidence from Pharmaceutical Companies in Karachi, Pakistan. *Business Management and Strategy*, 6 (1). 2157-6068. URL: <http://dx.doi.org/10.5296/bms.v6i1.7804>
- Al-Barghouthi, M. (2022). Towards Understanding Knowledge Interchange in Cross-Functional Teams: A case study on organizational learning. FULLTEXT01.pdf (diva-portal.org)
- Al-Romeedy, B. S. (2019). The role of job rotation in enhancing employee performance in the Egyptian travel agents: the mediating role of organizational behavior. *Tourism Review*, 74(4), 1003–1020. <https://doi.org/10.1108/TR-10-2018->
- Arya, A., & Mittendorf, B. (2004). Using job rotation to extract employee information. *Journal of Law, Economics, and Organization*, 20(2), 400-414. <https://doi.org/10.1093/jleo/ewh039>
- Bähr, S., & Abraham, M. (2016). The role of social capital in the job-related regional mobility decisions of unemployed individuals. *Social Networks*, 46, 44-59. <https://doi.org/10.1016/j.socnet.2015.12.004>
- Bhatti, M. K., Soomro, B. A., & Shah, N. (2022). The predictive power of training design on employee performance: an empirical approach in Pakistan's health sector. *International Journal of Productivity and Performance Management*, 71(8), 3792-3808. <https://doi.org/10.1108/IJPPM-09-2020-0489>
- Boyi, V., Carvalho, S., Carvalho, F. K., & Carvalho, C. (2022). The role of social relationships in learning from job rotations. *Vision*, 26(3), 279-281. <https://doi.org/10.1177/09722629211007578>
- Dolton, P. J., & Kidd, M. P. (1998). Job changes, occupational mobility, and human capital acquisition: an empirical analysis. *Bulletin of Economic Research*, 50(4), 265–295. <https://doi.org/10.1111/1467-8586.00065>
- Fernandez, R. M., Castilla, E. J., & Moore, P. (2000). Social capital at work: Networks and employment at a phone center. *American journal of sociology*, 105(5), 1288-1356. /DOI/pdf/10.1086/210432
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), 22-38. <https://doi.org/10.1111/1748-8583.12139>
- Kampkötter, P., Harbring, C., & Sliwka, D. (2018). Job rotation and employee performance—evidence from a longitudinal study in the financial services industry. *The International Journal of Human Resource Management*, 29(10), 1709-1735. <https://doi.org/10.1080/09585192.2016.1209227>
- Lee, H., Kim, J. M., & Han, J. W. (2017). Impact of job rotation stress in nurses on psychological well-being: Focusing on the mediating effect of challenge assessment and hindrance assessment. *Journal of the Korea Academia-Industrial Cooperation Society*, 18(10), 373-381. <https://doi.org/10.5762/KAIS.2017.18.10.373>
- Louati, H., & Hadoussa, S. (2021). Study of Social media impacts on social capital and employee performance—evidence from Tunisia Telecom. *Journal of Decision Systems*, 30(2-3), 118-149. <https://doi.org/10.1080/12460125.2021.1872142>
- Maden, C. (2015). Linking high involvement human resource practices to employee proactivity: The role of work engagement and learning goal orientation. *Personnel Review*, 44(5), 720–738. <https://doi.org/10.1108/PR-01-2014-0030>
- McCallum, S., & O'Connell, D. (2009). Social capital and leadership development: Building more vital leadership through enhanced relational skills. *Leadership & Organization Development Journal*, 30(2), 152–166. <https://doi.org/10.1108/01437730910935756>
- Onyango, W. J. and Wanyoike, M. D. 2014. The Effects of Training on Employee Performance: A Survey of Health Workers in Siaya County, Kenya. *European Journal of Material Sciences*, 1(1): 11-15.
- Ozaralli, N., & Rivenburgh, N. K. (2016). Entrepreneurial intention: antecedents to entrepreneurial behavior in the USA and Turkey. *Journal of Global Entrepreneurship Research*, pp. 6, 1–32. <https://doi.org/10.1186/s40497-016-0047-x>
- Taurus, B. K. (2014). Effects of Job Rotation Strategy on High-Performance Workplace, in Lake Victoria North Water Services Board, Kenya. *International Journal of Business and Management*, 9(11), 139. <http://dx.doi.org/10.5539/ijbm.v9n11p139>
- Tichat, S. (2022). Impact Of Job Rotation on Employees Performance Case Study: The National Savings and Reserve Fund-Bank-Reghaia. *مجلة الأصيل للبحوث الاقتصادية والإدارية*, 6(2), 15-32.
- Tourangeau, A. E., & Cranley, L. A. (2006). Nurse intention to remain employed: understanding and strengthening

determinants. *Journal of Advanced Nursing*, 55(4), 497-509.

<https://doi.org/10.1111/j.1365-2648.2006.03934.x>

Tuei, C. A. and Saina, C. P. 2015. Job rotation: An Examination of Its Effect on Employee Performance at Kcb Branches in The North Rift Region, Kenya. *International Journal of Advanced Research in Management and Social Sciences*, 2278-6236.

Wujarso, R., & Dameria, R. (2023). *Human Capital Management as a Resource in Achieving Competitive Advantage*. Asadel Publisher.

Zaharieva, A. (2015). Social contacts and referrals in a labor market with on-the-job search. *Labour Economics*, 32, 27-43.

<https://doi.org/10.1016/j.labeco.2014.12.001>

Zaharieva, A. (2015). Social contacts and referrals in a labor market with on-the-job search. *Labour Economics*, 32, 27-43.

<https://doi.org/10.1016/j.labeco.2014.12.001>

Zehir, C., Gurol, Y., Karaboga, T., & Kole, M. (2016). Strategic human resource management and firm performance: The mediating role of entrepreneurial orientation. *Procedia-Social and Behavioral Sciences*, 235, 372-381.

<https://doi.org/10.1016/j.sbspro.2016.11.045>