

IMPACT OF JOB ROTATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION IN THE PUBLIC CIVIL SERVICE MELAKA

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ABSTRACT

This study examined the influence of job rotation i.e., human capital development and human capital transformation on employee performance. In addition, the study also analyzed the role of job satisfaction as a mediator that mediated the relationship between job rotation and employee performance. 403 Administrative Assistants in the State Civil Service of Melaka were the total population, and sample size calculation included 196 respondents. The questionnaire was based on five Likert scale points, analyzed through the application of IBM SPSS Statistics version 25 and PROCESS for SPSS. The findings showed that the job rotation had a positive and significant relationship on employee performance. In addition, the study also found that job satisfaction was a mediator deemed suitable to mediate the relationship between job rotation and employee performance in the sector studied.

Keywords: Job rotation, employee performance, job satisfaction, civil service

1.0 INTRODUCTION

Employee performance is an important indicator measuring the effectiveness of the public sector service delivery system as found in previous studies (Tabiu dan Nura, 2013). Performance management in the public sector is one of the most important functions to ensure that any employee inefficiencies or weaknesses of the existing system are streamlined to improve the effectiveness of an organization (Asif dan Rathore, 2021). Employee performance is characterized as the expectation of value produced from various work areas carried out by individuals in order to boost organizational effectiveness. (Tabiu et al., 2016). The work performance exhibited in an organization is often associated with the qualities that exist among individuals owned by the organization which are also known as human capital. According to Schultz (1960), human capital is defined as the explicit and implicit knowledge and abilities of employees that can tap into the competitiveness of an organization. Next, Lynn (2000) asserted that quality human capital can be formed through the application of elements of skills, knowledge and experience gained by individuals in each job performed. To produce a good job performance, every capable human capital needs to be equipped with knowledge, skills, and experience deemed necessary (Lepak dan Snell, 1999).

To face the increasingly challenging environment of globalization, every organization needs to take a proactive action to ensure that its human capital can move in line with the current developments. There is a risk of existing human capital leaving the company if a work environment is unfriendly to human capital (Nassazi, 2013). In this context, the planning of training and development provided to the human capital of an organization is crucial. According to Flipp (1984) in Gammanpila dan Kodisinghe (2020), training is defined as the act of improving an employee's knowledge and skills to perform a job. Training refers to the process involved in improving the abilities

and skills of employees to perform a given task. According to Armstrong and Taylor (2014), training and development is a procedure used to make sure that firms are supplied with qualified, skilled people capital in their various fields of work.

The Human Resource Management (HRM) procedures used by each firm determine how well employees perform at work. One of the important Human Resource Management (HRM) practices in the public sector is job rotation. Job rotation is an important strategy in the management of individual work performance (Hosseini et al., 2015; Khan et al., 2014). Job rotation is defined as the practice of placing employees on different tasks or positions in an organization for a specific period in a planned manner through lateral placement without involving promotion to enable employees acquiring various knowledge, skills, and competencies (Jorgensen et al., 2005). Previous studies have shown that there is a positive relationship between job rotation with job performance in the public (Al-Khalidi and Jassim, 2018) and private sector (Al-Romeedy, 2019; Tarus, 2014). Overall, the success of an organization is strongly influenced by human factors as individuals who are associated with the success of the organization through a given delivery system. In Malaysia, the Public Service Department (JPA) is a central organisation that coordinates the assessment of government servants' work performance using established principles (JPA, 2002).

The Malaysian Civil Service is the backbone of the country. Alyasa and Abu Hassan (2020), through an interview with the Director General of Public Service Malaysia, reported that through numerous training and development initiatives that have been planned, it is necessary to enhance the civil service system and the hiring of personnel who are capable of handling multiple tasks. Sulaiman (2021) also reported that by the end of April 2021, all Secretaries General of Ministries and Heads of Departments were to carry out internal job rotation for qualified officers. The main purpose of the job rotation implementation instruction was to prevent malpractice, abuse of power and corruption. In addition, through the performance of the work created, the job rotation can boost the productivity of both individuals and organizations. Job rotation is not a new thing in the civil service. Through several circulars to the Head of Departments about the implementation of the job rotation, the Malaysian Public Service Department has explained the round's implementation (JPA, 2004; JPA, 2005; JPA, 2005). Bernama (2020) has also reported that in order to prevent integrity violations and corruption and to give civil workers the opportunity to use a variety of abilities, the Congress of Unions of Employees in the Public Service (Cuepacs) believes that a rotation system should be adopted inside the civil service.

Studies on job rotation have been carried out extensively in various industries especially in the private sector as opposed to the public sector. In the private sector, studies on job rotation are widely implemented in the banking sector (Nafei, 2014; Khan et al., 2014; Charity, 2015; Ondiba et al., 2021). Followed by the higher education institution sector (Rahman et al., 2020; Al-khalidi dan Jassim, 2018), health services (Mohan dan Gomathi, 2015; Ranjbar dan Heidari-Gorji, 2018), as well as hospitality and tourism services (Al-Romeedy, 2019). In the public sector, most of the studies have been conducted abroad (Rashki et al., 2014; Kirimi dan Maende, 2019) instead of Malaysia (Sanali et al., 2013). In addition, there are several other factors that influence employee performance such as job motivation (Al-Nashmi dan Almoayad, 2015), job satisfaction (Alias et al., 2018) and job stress (Hodgson et al., 2014).

Many studies focus on the influence of job rotation on job performance, job motivation, job satisfaction and job stress. Only few studies attempt to explore the influence of job rotation on performance and the role of job satisfaction as a mediator for the relationship between job satisfaction and job performance, especially among civil service personnel. To fill the gaps, several questions are raised to clarify the situation: Is it possible to increase employee performance through job rotation? How does job satisfaction influence the relationship between job rotation and employee performance? Therefore, this study was to unravel those pertinent questions with regard to the role of job satisfaction as a mediator for the relationship between job rotation and work performance, especially among State Civil Service personnel. This study has important ramifications for firms' approaches in human resource management.

2.0 LITERATURE REVIEW

2.1 Human Capital Theory

According to the human capital theory, the organization's human resources are crucial assets, just like its other capital assets, which include its buildings, land, financial resources, machinery, office equipment, and so forth. Knowledge, skills, competences, attitudes, and personal attributes that may be evaluated through the work performance created by each employee are referred to as human capital in the context of human resources (Rasyidi et al., 2020). According to Yusuph, (2015) The Human Capital Theory was first introduced by Schultz around the early 1960s and later expanded by Becker in 1962. Both academics examine human capital from the same angle,

namely education. Schultz views education as an important element in the formation of the best human capital of employees. Meanwhile, Becker is of the view that effective education can provide a significant return on human capital to the organization. Both perspectives have been mutually agreed upon and can be used to improve the work performance of employees. The three (3) elements that are emphasized in Human Capital Theory are training, education, and knowledge. This idea inadvertently supports Yusuph's (2015) assertion that employee performance levels are directly correlated with the amount of investment made. The level of education of employees also plays an important role on employee performance. Chidozie and Chukwuma (2016) and Afrah (2016) asserted that organizations must organise their human capital development initiatives holistically if they want to boost workers' performance. Improving work performance directly leads to an increase in the productivity of the organization. On the same note, Lin et al., (2017) also stated that the achievement of the best level of work performance achieved contributes directly to the increase in productivity of the organization.

2.2 Herzberg's Two Factor Theory

Herzberg's Two Factor Theory is a theory introduced by Herzberg in 1959. This theory was created after conducting a study involving 203 accountants and engineers on job satisfaction. According to this study, there are two factors that are very crucial for boosting someone's motivation at work. The external aspect, also known as the hygiene factor, and the internal element, often known as the motivation factor, are the two (2) key components.

Hygiene factors include organizational policy, administrative management, work environment, employee salaries, employee benefits, relationship between colleagues and supervisors, job safety and so forth. The motivational factor refers to the level of job achievement, recognition received, career path opportunities created, and responsibilities given to employees. According to this theory, Hygiene Factor is essential to prevent job dissatisfaction. When this factor is successfully met, it can prevent employees from feeling dissatisfied, but it is not able to increase employee motivation. Therefore, motivational factors are created to increase job satisfaction, at the same time it can motivate employees with their respective jobs. Overall, to enable the motivation of employees to be increased, the Hygiene Factor is a priority that needs to be met first.

2.3 Employee performance

Job performance is an important element in an organization. The increasingly challenging global economic environment is pushing organizations to be more proactive in responding to current needs. Nowadays, employers place more emphasis on the optimal use of existing internal resources to ensure the viability of their respective organizations, including training and development strategies for employees such as the implementation of job rotation. Campbell (1990) in Hakenes dan Katolnik, (2017) defined job performance as an achievement obtained by an employee obtained within the scope of individual control according to his or her ability and relevance to achieve organizational objectives. Borman et al. (2010) in Hakenes dan Katolnik (2017) defined job performance is the extent to which employees are effective in carrying out the duties assigned to them. As a result, work performance can be measured to determine how well a person has performed a certain task.

2.4 Job Rotation Practice

Job rotation is crucial in human resource management. According to Khan et al. (2014) Job rotation is a crucial strategy for financial organisations in the twenty-first century that requires careful preparation because it can boost staff motivation and. According to Lazim (2015), job rotation is a training technique used in the workplace that can give employees different exposure to job information, new abilities, and the ability to develop their skills and performance. While Ranjbar and Heidari-Gorji (2018) claimed that the job rotation is a technique that enables employees to be flexible to the needs of the job, particularly for those public servants who are in the early stages of the service year.

In the present study, job rotation was measured through different dimensions, i.e., human capital development and human capital transformation, which are based on the studies of (Tarus, 2014) and Al-Khalidi (2019). A career development strategy through a diversity of work experiences, as well as the advantages of boosting the degree of communication among colleagues, can all be achieved through continuous, influential learning. The dimension of human capital transformation can improve employee stability across a range of industries, have a good effect on people and companies, foster a positive work environment and create a conducive work environment. Overall, the favourable effects of job rotation might benefit the organization's decision to concentrate on providing

services to stakeholders. In certain circumstances, job rotation benefits also job performance differently for categories of high-performing and low-performing personnel (Kampkötter et al., 2016). As a result, organizations should have a plan for implementing the job rotation that is appropriate for the target field of work. Therefore, the following hypotheses were formed for this study.

2.5 Job Satisfaction

Job satisfaction is an important concept in organizations that is closely related to individual work motivation. According to Sempane et al. (2002) job satisfaction is related to an individual's assessment of pertinent work-related difficulties that are relevant to emotional issues. Because individual assessments are based on emotions and feelings, a person's degree of job satisfaction has a significant impact on their personal, professional, and social lives, which in turn has an indirect impact on how they behave at work. In certain circumstances, drastic changes to organizational policies or policies can create discomfort among employees including the potential to affect health levels due to decreased levels of individual job satisfaction (Mansell et al., 2006). Intrinsic factors such as achievement, recognition, type of job, responsibilities as well as opportunities for career development and advancement are highly related to job satisfaction, where if employees are dissatisfied with their jobs, they tend to use extrinsic factors such as organizational policies or types of jobs performed by such individuals (Tella and Ibinaiye, 2019). As a result, job satisfaction is another important component in the company that requires specific consideration.

2.6 Conceptual Framework and Hypothesis

The conceptual framework to be measured is presented in Figure 1.



Fig. 1: Research framework

Based on empirical and theoretical study, there are still inconsistencies in the results of studies on the influence of human capital development and human capital transformation on employee performance. The hypotheses that the researchers proposed were as follows:

- H1: There is a significant relationship between human capital development and employee performance
- H2: There is a significant relationship between human capital transformation and employee performance
- H3: Job satisfaction mediates the influence of the human capital development on employee performance
- H4: Job satisfaction mediates the influence of the human capital transformation on employee performance

3.0 METHODOLOGY

3.1 Population and sample size

This study utilized a quantitative study with a descriptive survey design in collecting information by providing questionnaires to individual samples. The main purpose of a descriptive survey is because it is important to have an

accurate understanding of what a research problem is before investigating why it occurs. More specifically, to answer the research question of the influence of the job rotation on employee performance and the role of job satisfaction as a mediator among Civil Servants of Melaka. The State Civil Service consists of 17 State Departments. The Administrative Assistant service scheme, which is the primary group service implementation plan in the State Civil Service, was the subject of this study. In addition, the Administrative Assistant position is a shared position with the same set of duties and obligations. Among the main areas of work of Administrative Assistant are administrative management, human resource management, file management and movable asset management. Other areas of work that have specific specializations are district and land development. The study population involved 403 employees among Administrative Assistant of various grades. The sample size of this study was based on the determination of the sample size by Krejcie and Morgan (1970) from the total of study population. The sample was randomly selected using stratified random sampling method with a 95 percent confidence level. The total sample size for this study is 196 people, which is based on the identified population size of 403 people. The study sample consisted of 196 civil servants.

3.2 Measures

This study adapted 11 research tool items on job rotation by Tarus (2014) and Al-khalidi and Jassim (2018). The two dimensions used were human capital development and human capital transformation. The questionnaire related to the employee performance involved 3 factors, namely job output, knowledge and skills and personal qualities. Job output was assessed using 5 items used by Al-Romeedy (2019). Knowledge and skills were assessed using 6 items retrieved from Naong (2009). Personal quality was assessed using 5 items retrieved from Joseph et al. (2015). The measurement tool used to test job satisfaction variable was the Job Satisfaction Survey (JSS) developed by Spector (1985) specifically for the service sector, public sector, and non-governmental organizations. This measuring tool, which was an adaptation of 10 items in the form of positive and negative statements describing features of the job, to gauge employee job satisfaction. Findings from this section can determine the relationship between job rotation, job satisfaction and the civil servant performance. The response format for the research questionnaire was in the form of a Five-Point “Likert-style rating scale”, which required the respondents to indicate their degree of agreement (i.e., 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree) with a statement representing the variables that were tested in this study.

4.0 RESULTS AND DISCUSSION

The explanation of the results was divided into two parts according to the statistic measurements employed, i.e., descriptive analysis and inference analysis.

4.1 Descriptive analysis

The demographic information of the respondents involved for this study consisted of information on gender, age, highest level of education and work experience. This study involved a total of 198 respondents consisting of Administrative Assistants ranging from grade N19 to Grade N28 in 17 State Departments, Melaka State Public Service. The demographic data of the study respondents are as shown in Table 1.

Table 1: Demography data

Responden	% (n=198)
Gender	
Male	24.2
Female	75.8
Age	
Below 25	2.0
25 – 34	19.7
35 – 44	58.6
45 – 54	18.7
Above 54	1.0
Qualification	
SPM	37.4
Sijil/SPTM	25.8
Diploma	31.3
Ijazah Sarjana Muda	5.6
Work Experience	
Less than 1 year	1.5
1 – 5 years	8.1
6 -10 years	10.1
11 – 15 years	54.5
16 – 20 years	16.2
Above 20 tahun	9.6

The means, standard deviation, correlation and Cronbach's alpha of the study variables are presented in Table 2. The findings showed significant associations in line with the proposed conceptual framework for the study. In other words, human capital development and human capital transformation positively correlated with job satisfaction and employee performance.

Table 2: Mean, standard deviation, Pearson correlation, and Cronbach's alpha

Variable	Mean	SD	1	2	3	4
Human Capital Development	4.34	.514	(0.944)			
Human Capital Transformation	3.92	.635	.665**	(0.730)		
Job Satisfaction	3.66	.660	.642**	.420**	(0.789)	
Employee Performance	4.20	.547	.655**	.488**	.727**	(0.958)

**p<0.01, n=198

4.2 Inference analysis

The inference data analysis was employed to investigate the significant relationship between variables, i.e., Person correlation, whereas PROCESS macro for SPSS was used to identify the significant mediator role of job satisfaction on the relationship between human capital development, human capital transformation and employee performance. The study investigated the effect of human capital development, human capital transformation on employee performance. Hypotheses were proposed as follows:

- H1: There is a significant relationship between human capital development and employee performance
H2: There is a significant relationship between human capital transformation and employee performance

The dependent variable (employee performance) was regressed on predicting variables of human capital development and human capital transformation. The independent variables significantly predicted employee performance, $F=130.664$, $p<001$, indicating that the two factors under study had a significant impact on employee

performance. Moreover, the $R^2=.400$ depicted that the model explained 40% of the variance in employee performance.

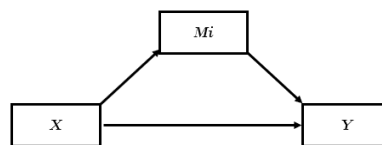
Additionally, coefficients were further assessed to ascertain the influence of each factor on the criterion variable (employee performance). H1 evaluated whether human capital development significantly and positively affected employee performance. The results revealed that human capital development had a significant and positive impact on employee performance ($B=.564$, $t=12.137$, $p<.000$). Hence, H1 was supported. H2 evaluated whether human capital transformation had significant, positive impact on employee performance. The results showed that human capital transformation had significant, positive impact on employee performance ($B=.404$, $t=7.824$, $p<.000$). Consequently, H2 was supported. In conclusion, the human capital development (HCD) had more influence on the employee performance compared to the human capital transformation (HCT) based on B value. The results are presented in Table 3.

Table 3: The results of direct effects

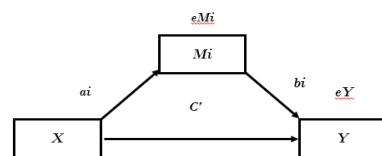
Hypotheses	Regression Weights	B	t	p-value	Results
H1	HCD -> EP	.564	12.137	.000	Supported
H2	HCT -> EP	.404	7.824	.000	Supported
R^2	.400				
F	130.664				

Note: HCD, Human Capital Development; HCT, Human Capital Transformation; EP, Employee Performance

To test the influence of mediating variables, PROCESS macro analysis for SPSS was used by using bootstrapping method to analyze the indirect influence (Hayes 2013). To that end, a 95% bias-corrected bootstrap confidence interval value for indirect influence was generated using a sample of 10,000 (model 4: Hayes 2013). The indirect effect was significant when the confidence interval (CI) did not contain a blank value. PROCESS estimated the effect of indirect influence through a theoretical approach (e.g., the Sobel test) with a bootstrapping approach to obtain a confidence interval (CI). In addition, PROCESS also incorporated the stepwise procedure by Baron and Kenny (1986) and Cole et al. (2008). Figure 2 shows a statistical diagram to evaluate the influence of the mediating variable in this study.



Conceptual Diagram



Statistical Diagram

Indirect effect X on Y through $Mi=ai bi$
 Direct effect X on $Y=c'$

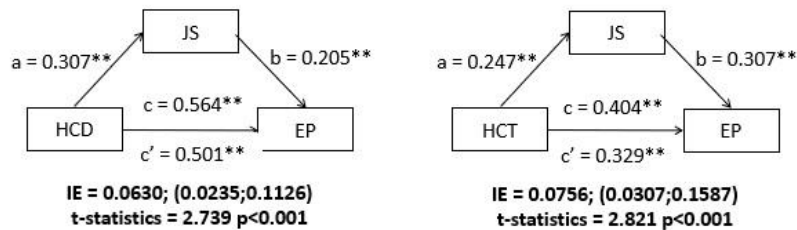
Fig. 2: Mediation analysis statistical diagram
 Source: Hayes 2013

Firstly, the study assessed the mediating role of job satisfaction on the relationship between human capital development and employee performance. The results revealed a significant indirect effect of impact of human capital development on employee performance ($b=0.063$, $t=2.739$), supporting H3. Furthermore, the direct effect of human capital development on employee performance in presence of the mediator was found significant ($b=0.5012$,

p<0.001). Hence, job satisfaction partially mediated the relationship between human capital development and employee performance. Lastly, the study assessed the mediating role of job satisfaction on the relationship between human capital transformation and employee performance. The results revealed a significant indirect effect of impact of human capital transformation on employee performance (b=0.0756, t=2.281), supporting H4. Furthermore, the direct effect of human capital transformation on employee performance in presence of the mediator was found significant (b=0.3686, P<0.001). Hence, job satisfaction partially mediated the relationship between human capital transformation and employee performance. The findings of the study indicated the existence of the role of job satisfaction as a mediator in the relationship between human capital formation/ human capital transformation and employee performance. This is a new empirical finding as previous studies have only tested the role of job satisfaction as a mediator for the relationship between job rotation and employee performance using a single dimension. Mediation analysis summary is presented in Table 4 and Figure 3.

Table 4: The results of mediation analysis

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
				Lower Bound	Upper Bound		
Human Capital Development -> Job Satisfaction -> Employee Performance	.5642 (.000)	.5012 (.000)	.0630	.0235	.1126	2.739	Partially mediation
Human Capital Transformation -> Job Satisfaction -> Employee Performance	.4042 (.000)	.3686 (.000)	.0756	.0307	.1587	2.821	Partially mediation



***P<0.001. a, b, c and c' are expressed as the unstandardized regression coefficient, as suggested by Hayes 2013. HCD, human capital development; HCT, human capital transformation; JS, job satisfaction; EP, employee performance.

Fig. 3: Job satisfaction mediation model of the relationship between human capital development, human capital transformation and employee performance.

Based on the results, it can be concluded that the objective of this study was achieved to test the influence of human capital formation and transformation of employees on job performance, both mediated by job satisfaction. Studies prove that work rotation is an approach on the job training that can have a positive impact on the organization. The implementation of work rounds is clearly a driver to the improvement of individual work performance. In addition, the existence of the role of job satisfaction as a mediator allows employees to have the pleasure of working with colleagues in their respective departments due to healthy communication relationships established through work experience in various departments. Table 5 below summarizes the results of four (4) study hypotheses. In total, all four (4) hypotheses were supported.

Table 5: Summary the results of hypothesis testing

No.	Hypothesis	Decision
H1	There is a significant relationship between human capital development and employee performance	Accepted
H2	There is a significant relationship between human capital transformation and employee performance	Accepted
H3	Job satisfaction mediates the influence of the human capital development on employee performance	Accepted
H4	Job satisfaction mediates the influence of the human capital transformation on employee performance	Accepted

5.0 IMPLICATION, LIMITATION AND FUTURE STUDY

This study provides information and prior knowledge on the importance of the job satisfaction as a mediator in the relationship between job rotation practices and employee performance. This study indirectly reinforces the emphasis on the concept of Human Capital Theory and Herzberg's Two-Factor Theory which are found to have a strong basis on the discussion of the role of job satisfaction as a mediator for the relationship. Moreover, job rotation is the best human resource management practice that can progressively improve the work performance of civil servants.

The implementation of this study certainly has certain limitations. The geographical factor of this study only involves the public service of the state of Melaka with an area of 1,713 km² which has only 3 districts and is one of the states with the smallest area compared to other states in Malaysia. The state area factor allows civil servants to face less problem of receiving the implementation of the job rotation well due to the close travel distance even though there is a need to cross the district. Therefore, it is proposed that in the future this study is replicated on the state civil service with a larger area or the federal civil service that requires civil servants to face the issue of long-distance travel and need to be mobile while following the job rotation program implemented by their respective departments.

6.0 CONCLUSION

This study measures the influence of job rotation on employee performance. In addition, the study also tested the role of job satisfaction as a mediator for the relationship between job rotation and employee performance. The results shows that all the proposed hypotheses are accepted. It can be concluded that this model can strengthen the Human Capital Theory and Herzberg's Two Factor Theory where the implementation of job rotation practice is significant strategy by organisation as a catalyst for employee performance. Civil Service State of Melaka, Malaysia must pay attention to the lowest achievement of each indicator such as change of promotion as well as review the outdated rules and procedures in line with current needs. For this reason, proactive efforts are needed for improving the employee performance in the Civil Service State of Melaka.

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