

# ENHANCING FIRM'S PERFORMANCE: THE EFFECT OF HUMAN RESOURCES IN SUPPLY CHAINS AND JOB ROTATION PRACTICE

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## Abstract

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Unstructured and random job rotation practice has posed unprecedented challenges for many firms, and impacts on employees worldwide, particularly in Jordan Customs (JC). This paper investigates the current process of the job rotation practice that the Human Resource Supply Chain Management (HRSCM) directorate is applying at JC. Therefore, applying unstructured job rotation practice (i.e., monthly) frequently and regularly will have a significant negative impact on JC performance as a whole. Qualitative methodology was adopted through conducting some semi-structured interviews with managers from mid and top levels, internal employees, external partners, and customers. Forty-six (46) interviewees participated and shared in this study out of 203, representing a 22 percent response rate (Strauss & Corbin, 1998). Additionally, it was reviewed many related previous research studies in the literature in order to collect some other qualitative data from secondary sources (i.e., statistics, annual reports, etc.). The findings of this study show that JC applies the current job rotation practice randomly, unstructured, and not in a perfect and scientific way for achieving its goals and objectives; thus, leads to low revenues and performance (Magova & Kessy, 2020).

**Keywords:** Supply Chain, Human Resources, Job Rotation Practice, Performance

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## 1. INTRODUCTION

In the last two decades, the function of the supply chain (SC) has evolved significantly in many and several firms; and recently SC is considered as one of the most crucial elements in the implementation of a firm's strategy. Due to globalization, intensified competition, rapid enhancement of technological changes, human resource supply chains (HRSCs)

have become one of the main necessities at any successful firm. Crucial competitive advantages can be achieved through managing HRSCs effectively. It appears that still there is not enough realization of human resources performance within several firms and SC partners as well. While most successful firms will have a strong source of a competitive weapon by applying effective strategic management of human resources; in fact, still, there is a lack of

investigation on some practices (i.e., job rotation, etc.) of managing employees in Jordan Customs (JC) in particular and the HRSCs network in general. Therefore, managing Human Resource Supply Chain Management (HRSCM) requires Human Resource (HR) configurations that adapt themselves to the main corporate strategy. Both supply chain management (SCM) and human resource management (HRM) researches have independently focused on enhancing competitive advantage for firms; they have begun to collaborate on strengthening their mutually interdependent bases for main firm objectives. Consequently, either HRM or SCM disciplines have not worked enough together to develop their human resources in general, and employees' capabilities and competencies in particular within the firms and/or their partners. Current research on HRSCM emerges mainly from the logistics and operations field. Notably, there is a lack of studies in the literature in the field of HRSCM. According to Ulrich and Brockbank (2005), that SCM and HRM are considered for many firms as crucial elements and still unutilized main sources of competitive advantage for many firms. The purpose of this study is to investigate the current job rotation practice in which HRM is specifically applying at JC. In the literature, many studies mentioned that there are two primaries of linkages between HRM and SC activities, interactions, and outcomes. The first type involves the applications of current HRM processes, policies, and practices within firms as they manage their SCs and serve their customers. The second involves consideration of HRM activities across firms in an SC. According to Koulikoff-Souviron and Harrison (2007), the form of firms in the second type seeking that their partners within the SC network should take over some specific HR best practices to facilitate productive relationships across firms. Studies on the impact of HR practices on performance with particular reference to Jordan have not focused too much on the service sector (e.g., JC). Thus, few empirical studies have been performed to investigate the impacts of HRSCM practices on service firms' performance, particularly in Jordan. Therefore, this research aims to investigate the effect of HRSCM practices on SCs in general and job rotation in particular for enhancing firm's performance in Jordan with a particular focus on the service sector (i.e., JC).

The remainder of the study is structured as follows. Section 2 presents the theoretical background. Section 3 introduces a research methodology. Data were analyzed and the results are provided in Section 4. Discussion of the results is given in Section 5. Lastly, this study achieves a consideration of essential conclusions in Section 6.

## 2. THEORETICAL BACKGROUND

Prior research studies have pointed that HRSCM practices have a significant impact on competitive advantage and employee performance at any firm (Hauff, Felfe, & Klug, 2020; Quresh, Akbar, Khan, Sheikh, & Hijazi, 2010; Khan, 2010). Sixteen (16) practices were identified by Pfeffer (1994) that can enhance a firm's competitive advantage such as recruiting, selection, participation and empowerment, employment security, incentives,

training and skills development, career promotion among others. Whereas, Lee and Lee (2007) specified teamwork, HRs training, planning and development, compensation/incentives, employment safety, and performance appraisal aid enhance firm's performance including increased employee productivity, firm's flexibility, and product/service quality. The effect of HRSCM practices on a firm's performance mainly depends on factors such as the response of workers to HRM practices. The firm's performance will be low if its employees do have no positive perception. Employee effectiveness mainly depends on the effect of HRM practices on employees' behavior (Hundal & Eskola, 2020; Huselid, 1995).

Many pieces of research emphasized that employees at any firm are considered one of the most important assets and contribute to its growth and success (Bendickson, Chandler, James, & Taylor, 2021; Chen & Cheng, 2012; Danish & Usman, 2010). In Malik, Nawab, Naeem, and Danish's (2010) study, they included that in an era characterized by a dynamic environment and continual change, knowledge capital must be kept for firms to be more flexible, responsive, and productive in serving their customers. As well, JC as a training center and research firm need to develop and retain its employees. Customs offices in any country around the globe need employees who are motivated, well trained, and are committed to their work perfectly and professionally based on rules and regulations (Hauff et al., 2020; Braendle, Stiglbauer, Ababneh, & Dedousis, 2020; Lew, 2009). By applying proper HRSCM practices in a firm, employees will enhance the firm's performance in most cases; as Lew (2009) indicated in his study, employees play a vital role in enhancing the firm's performance, quality of service, flexibility and responsiveness, and preparing of tomorrow leaders. Recognizing the significance of promoting a firm's performance, many firms are going up into strategizing their HRSCM practices; JC, as an example, has joined the cause. Any firm in any country needs more HRs able to perform different activities, duties, and functions internally and externally and both in the public and private sectors. However, higher learning firms are expected to produce high-quality HRSCM practices. Malik et al. (2010) indicated that training and development of well-qualified HRs will depend on the commitment and support of top management and performance of the firms subjected to effective implementation of different bundles of HRSCM practices such as recruitment, selection, job rotation, compensation, job description, career planning, participating in decision-making and performance management among others (Huang, Wang, Pi, & Hewlin, 2020; Hussein, 2020; Smeenk, Eisinga, Teelken, & Doorewaard, 2006).

### 2.1. Importance and fundamentals of human resources

HRSCM encompasses the main duties and tasks as a business function that are related to the staff, their recruitment, selection, training, and other activities that assure the enhancement of staff. Thus, HRSCM includes plans, activities, and firm procedures that affect the attitudes, behaviors, achievements of staff, and firm's culture in internal firm functions in a way that leverages employee's productivity, be

more flexible, and able to find competitive advantages for the firm that are hard to imitate in the short run. Therefore, the main goal of HRSCM is to support the firm to reach its strategic goals. The main assumption of HRSCM is that the employees are not like instruments; therefore, it is so important to know their needs, wants, and attitudes; so, we need an interdisciplinary way of observing employees in their workplace. Thus, managers have demanded to esteem the primary attributes as follows: decentralization, education, trust, distribution of information and knowledge, competency, obvious roles and responsibilities, freedom of action, motivation, feedback, and resources necessary for action. The phenomenon of Japanese success and competitiveness was explored by many theorists and highlighted the importance of firms' policies and good practice in HRSCM, as illustrated by the following principles:

1. Recruitment and promotion based on competencies, skills, and knowledge;
2. Support the investment in training the employees at work to a high level;
3. Adopt to work within teams and same culture;
4. Improving several skills of employees;
5. Creating open communication channels between managers and all employees within the firm;
6. Motivating all employees for new suggestions and ideas.

However, the application of such policies will have a significantly higher employee job dedication, greater productivity, higher motivation, and better overall outcomes of operations at lower costs. Thus, an increasingly intensified competition for achieving high-qualified employees, HRSCM practices needs for more creative ways for joining JC will require a greater rate of efforts and selections.

## 2.2. The role of human resources in supply chains

In the literature, several studies emphasized that there are strong interdependencies between SCM and HRM and it is not easy to determine precise boundaries. Most boundaries are moving to make integration between SC activities and HR main functions; therefore, people are crucial for SCM to succeed (Fawcett, Magnan, & McCarter, 2005). The tackle is that the professional logistics still faces how to manage the firm wide as HRSCM policies how to affect the coordinated change, which is usually outside of its management scope. If logistics professionals are effective, then this logistics should have the HRSCM practices and ability that refers to the ability to utilize the power of HRSCM policies to ensure that the assigned programs are implemented effectively and properly throughout the firm. Therefore, cross-functional coordination is considered an economic power and is becoming widely recognized. Due to efficient, effective, and responsiveness to goods and services flow, which are fundamentals to strategic success in most firms, concentrations on HRSCM practices and logistics become a vital element in the logistics professional's portfolio. Such as procurement, processing, supplying, and serving customers that engage in different logistics activities such as planning and scheduling to optimize the end-to-end SC, but their essence operations depend mainly on the core functions of HRSCM. Therefore, the main key

elements that HRSCM must have are 1) technology; 2) skills and education; 3) training and career development. Skills that need special requirements do not affect significantly the size of the firm or region, which proposes that SC of qualified employees can transfer and move freely and smoothly between places and regions. Employers signalize that connection, thinking smart and professional skills are the main requirements for career classification across all subfunctions and domains. While, other popular skills encompass interpersonal, technological tools, and customer service skills. Many firms indicated and emphasized the technical development courses, which are considered essential and crucial for SC personnel to stay current. There are many development processes for employees such as on-the-job training and external courses. As a result, a firm's personnel/staff are considered a competitive weapon in HRSCM integration; however, it is largely overlooked by top management. One of the many duties of senior managers is to create a vision, allocate necessary training and educational resources, and establish measurement and reward systems that inject passion into the workplace. In the literature, several studies suggest that the effectiveness of HRSCM practices has been limited by firms' implementation barriers and could be improved by HRSCM factors (EmadEldeen, Elbayoumi, Basuony, & Mohamed, 2021; Huang et al., 2020; Bubshait & Farooq, 1999).

## 2.3. Human resources and firm's performance

Firms are implementing several HRSCM practices and programs to take advantage of the potential strength of the employees to sustain competitive advantage (Khan, 2010). In the literature, many studies presented that there is a positive impact in the relationship between HRSCM practices and firm's performance (Podolsky & Hackett, 2021; Khan, 2010, Lee, Lee, & Wu, 2010; Rizov & Croucher, 2009). Abdullah, Ahsan, and Alam (2009) state that HR planning, performance appraisal, teamwork, and training and development have a direct effect on firm's performance; while, other studies mentioned that applying an integrated approach to HRSCM practices will enhance employee commitment and satisfaction; thus leads to increase an individual and team performance (Hauff et al., 2020; Abdulsamad, Yusoff, & Lasyoud, 2018; Khan, 2010; Green, Wu, Whitten, & Medlin, 2006). Many prior studies investigated and assessed the relationship of HRSCM practices on firm's performance; in addition to that, they used key performance indicators (KPI) and/or balanced scorecard (BSC) among firms (Osman, Ho, & Carmen Galang, 2011; Khan, 2010; Abdullah et al., 2009).

## 2.4. Job rotation and firm's performance

Job rotation is defined as the process by which firms relocate employees to fill or re-fill job vacancies when needed based on their skills, competencies, knowledge, and other characteristics. Another definition of job rotation is any practice or activity carried on by a firm such as moving employees from one location/position to another with the main goal of identifying the shifting of the potential employees (Noe, Hollenbeck, Gerhart, & Wright, 2008). Bohlander and Snell (2007) state that job rotation is

an operation of relocating the number of employees for some places/positions from those employees who have the same and relevant qualifications. If the firm did not select suitable employees for relocated to be fitted with their skills and qualifications, the firm will not be able to compete and achieve its objectives; thus, it will run into a variety of personnel problems such as low productivity, high turnover, high absenteeism rates, and employee unsatisfied and stress (Zhang & Edgar, 2021; Rehman, 2012; Storey, 2007). Therefore, to maximize the overall firm's performance and enhance competitive advantage, a firm should apply an appropriate job rotation method that relocates the best pool of employees efficiently and effectively (Nigri, Del Baldo, & Agulini, 2020; Kleiman, 2000). Rehman (2012) highlighted in his study that job rotation is considered one of many primary techniques and practices of HRM, and it aids managers to relocate the best employees scientifically and professionally. This will lead to improved firm's performance. Furthermore, many studies recognized the crucial role of the effectiveness of the job rotation technique, which has an impact on firm effectiveness as a whole (Storey, 2007; Zheng, Morrison, & O'Neill, 2006; Ferris, Berkson, & Harris, 2002).

### 3. RESEARCH METHODOLOGY

The method employed for carrying out the present study is qualitative in nature. Qualitative studies enrich an in-depth understanding of several real-world phenomena in general and HRSCM discipline in particular (Voss, Tsikriktsis, & Frohlich, 2002). According to Strauss and Corbin (1998), this type of methodology provides the qualitative nature of the research, eliminates all the types of methods, which integrate the use of numbers and statistics or means, deviating from the qualitative nature of the research; thus, it covers any type of research that produces findings not arrived at by statistical procedures or other means of quantification. The qualitative nature of the research illustrates the study that involves observation of the individual's life, experiences, behavioral characteristics, social movements, interactions between nations, sentiments, and feelings. It also assimilated the organizational, operational feelings, cultural aspects, social patterns, and interaction among the nations (AL-Shboul, 2016). Hence, qualitative research's interdisciplinary qualities provide for an in-depth understanding of a specific event, and its nature of specificity allows it to necessarily lead to concrete results that are at the same time, true to life and full of ideas. Additionally, it encompasses an amalgamation of the interdisciplinary characteristics that provide a profound comprehension of a particular incident along with the nature evaluation of the results obtained as well as the meaning they bring to life along with the projection of ideas (de Ruyter & Scholl, 1998). The qualitative data was adopted by reviewing the secondary data such as statistical reports and existing studies. To increase the reliability of the analysis, as recommended by Tashakkori and Teddlie (2003), in their study, the unit of analysis for this study is restricted only to managers and decision-makers at the middle and top-level

positions who are responsible for and applying job rotation practice that was related to HRSCM at JC. Furthermore, interviews were conducted with managers, internal employees as well as trading partners, and customers who are involved in commercial trade mobility.

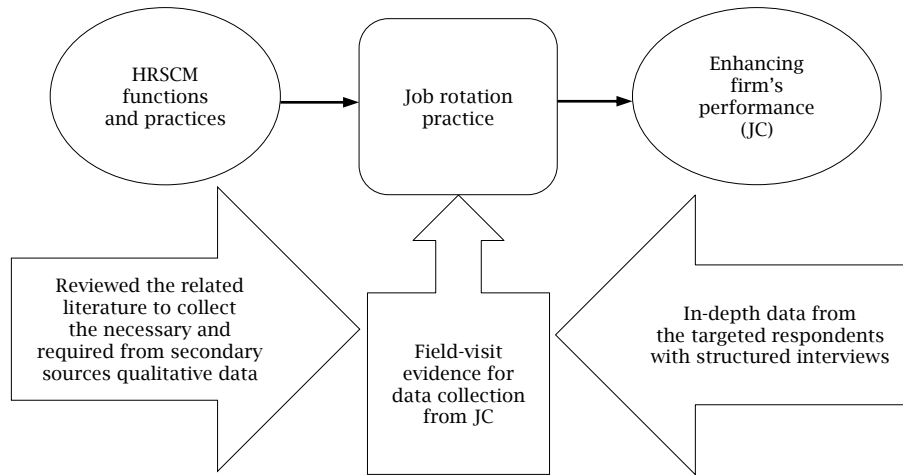
The research design for this study includes an instrument chosen for data collection to check and pass the validity and reliability tests before considering it as a good measure. The reliability of a measure has been achieved due to consistent answers by the respondents, and no bias has occurred by the researcher(s) when received their answers; additionally, it measured the concepts as it is presumed to measure (Sekaran, 2003). Furthermore, reliability has achieved through conducted test and retest of the measure and the questions were asked and administered to the same interviewee at different periods and already have achieved the same answers, or equivalent to the reliability when using the same test with different wordings or sequence of questions that resulting in the same answers. On the other hand, validity was achieved for this study through conducting a pilot study of the research instrument. A pilot study is considered a small research scale or a trial run performed to prepare for a large-scale study, and this may lead to conduct specifically to pre-test a study instrument. Tashakkori and Teddlie (2003) argues that this technique is useful for both quantitative and qualitative studies; and it is considered as a fundamental technique, which serves the function of supporting to delete/change/modify/refine/rephrase/clarify some required items and/or questions for possible flaws in the measurement instrument. Therefore, pre-testing of the instrument has occurred on a small number of targeted respondents who have the same features as those in the main study. Thus, Berg (2004) emphasized that during a pilot study questions help the researcher(s) to discover all unclear or ambiguous questions/words, statements in the research protocol, and this can add value and credibility to the entire study (van Wijk & Harrison, 2013). Thus, a pilot study for this research helped the researcher(s) to do the following:

1. Focus on difficulties, ambiguities, and unnecessary question(s) to modify or ignore it;
2. Ensure from the recorded time taken to complete the interview if it is reasonable or not;
3. Identify if there is any specific question that leads to an adequate response;
4. Determine if there are any replies that can be rightly interpreted in relevance to the required information;
5. Identify if the researcher has included all questions that are required to measure all concepts;
6. Allow the researchers to do practice and conduct perfect interviewing technique (Berg, 2004).

In short, the conducted interviews were validated by the changes and modifications that were done by the researchers as evidenced by the gathered answers and information from the interviewees.

Data were collected from 46 participants from JC. Figure 1 shows the process for elaborating the enhancing firm's performance: the effect of human resources in supply chains and job rotation practice, based on an inductive research approach.

Figure 1. Research methodology study approach



Source: Stank, Pellathy, In, Mollenkopf, and Bell (2017) with some modifications by authors.

3.1. Data collection method and analysis

Data were collected by conducting semi-structured interviews over four months, between June and September 2021. JC as a case study was involved in the service sector from Jordan country. All the participants have targeted respondents who are engaged in planning, hiring, selecting, recruiting, and transferring employees' including job rotation practice. Forty-six (46) interviewees participated and shared in this study out of 203, representing a 22 percent response rate. The researcher(s) used qualitative data management software named InVivo as a tool to analyze the gathered data from the targeted interviewees.

3.1.1. Interviews settings

For this study, the researchers used face-to-face interviews as a research tool, which offered a comfortable atmosphere, aside from the

uninterrupted time that is estimated to be adequate for the conduct of the interview and required settings for the targeted respondents without any noises atmosphere; this leads to remove all distractions and made recording easier. The questions were included in semi-structured interviews focused on a large or less extent of the following areas: the effect of the current job practice on employees' performance; the impact of the current job rotation practice on the JC performance, and the effect of current job rotation practice on trading partners and customers as well as on the whole JC performance. The main topics covered in the interviews came from the literature. More specifically, in total, 46 interviewees were participated in this study; several interviews were conducted with senior managers, trading partners, business people, CEO, Vice-presidents, supervisors, and internal employees from JC in Jordan to provide higher data reliability (Eisenhardt & Graebner, 2007). For more details, see Table 1.

Table 1. Semi-structured interviews and evidence of data collection

Firm/Company	Interviews (no. of interviewees, interviewee, no. of interviews, and interviews length in min.)	Evidence of data collection (location, date, and no. of hours spent)
JC	(1, Planning manager, 1, 22) (3, HR manager, 3, 62) (12, Internal employees, 12, 180)	(Jordan, June 2021, 4.5 hrs)
JC	(1, CEO, 1, 18) (1, Operations manager, 1, 38) (2, Risk analysis manager, 2, 34)	(Jordan, September 2021, 3 hrs)
Trading partner 1	(1, CEO, 1, 22) (1, Vice-president, 2, 29) (1, Service manager, 1, 14)	(Jordan, July 2021, 1.1 hrs)
Business company 1	(1, Vice-president, 1, 15) (1, Senior manager, 2, 38) (1, Service manager, 1, 11)	(Jordan, August 2021, 1.1 hrs)
JC	(1, Senior manager, 2, 24) (2, Internal employees, 2, 22) (1, Logistics manager, 1, 15) (8, Business people, 8, 48)	(Jordan, September 2018, 1.8 hrs)
Trading partner 2	(1, Operations manager, 2, 32) (1, Senior manager, 2, 28) (1, Operations manager, 1, 17) (1, Logistics manager, 1, 13)	(Jordan, July 2021, 3 hrs)
Business company 2	(1, Vice-president, 1, 21) (1, Site manager, 2, 26) (1, Logistics manager, 1, 18) (1, Service manager, 2, 36)	(Jordan, June 2021, 1.7 hrs)

All interviews were translated from Arabic into English then recorded and documented. Two research assistants provided great potential support with translating and documenting the targeted interviews. Due to a highly demanding position(s) of management in this sector, most managers were either too busy and/or did not want to cooperate with the researchers and were not able to give him/them an opportunity to meet in interviews to collect the required data. Therefore, might be better to use a web-based survey (quantitative method) to reach many managers rather than a few in different positions; this could be another way and sufficient to collect the required and accurate data about HRSCM. Therefore, the researchers suggest using many targeted managers in leading positions, who are responsible for planning and organizing HRSCM from different positions in JC for data collection purposes in future research. Furthermore, scholars

and researchers can also use and apply both qualitative and quantitative methods for the data gathering process; this may give more and more accurate results.

#### 4. RESULTS

This study highlights the current job rotation practice in JC and its impact on internal employees' performance, external partners, customers, and firms, who are dealing with customs services, and finally on JC performance, objectives and revenues. Face-to-face semi-structured interviews were conducted as a tool for the data collection process. The results were obtained from the targeted respondents (i.e., managers from mid and top levels, internal employees, external partners, and customers) are illustrated in Table 2.

**Table 2.** Constructs, sub-constructs, semi-structured interviews' questions, interviewees' answers, and evidence of data results collection process (Part 1)

<i>Construct (coding)</i>	<i>Sub-construct (sub-coding)</i>	<i>Interviewers' questions</i>	<i>Interviewees' answers</i>	<i>No. of shared and consistent interviewees' answers</i>
<i>Impact on employees (IoE)</i>	<i>Employees' satisfaction (ES)</i>	Are you satisfied with the new job due to your transfer?	"We are not satisfied at all due to transferring us from one place to another place without any notification in advance and/or taking training sessions for the new tasks".	7
	<i>Employees' performance (EP)</i>	Do you think that your performance is increased after you have been transferred to the new job?	"Due to randomly transferring and dissatisfaction at the new environment/place, our performance is very low".	6
	<i>Loyalty, motivation, and fear (LM&amp;F)</i>	Tell me frankly about the following questions: 1. Are you very loyal to your firm as it before you have been transferred to the new job? 2. Do you think that your motivation has decreased in the new job location? 3. Are you feeling unstable at your current job due to probable being transferred to another location?	"We feel that we are not enough loyal and/or motivated to do our works to our organization/JC due to its randomly employees transfers".	9
	<i>Training programs (TPs)</i>	Do you think that you did not provide the necessary training courses before the process of transferring you to another job place?	"There is no training strategy before employees' transferences; development is frequently reduced to occasionally and often unstructured on-the-job training". Other interviewees mentioned, "Lack of training culture in the organization before doing job rotation means that there are no criteria against which to judge performance standards and no opportunities to promote organizational change".	7
	<i>Turnover (Tur)</i>	Are you thinking seriously to leave your firm due to the random transference process?	"Currently we are looking for another more stable job".	4
	<i>Competences (Cop)</i>	Do you believe that your qualifications and competencies are not fit for your transferred new job?	"Our knowledge, skills, and competencies affected negatively by unstructured and frequent job rotation practice".	6
	<i>Inequity (Ine)</i>	Do you feel unequal and moody in the process of moving employees from one place to another?	"Inequity practice during applying transferring of employees from place to another place leads to be disappointed and declining in our job performance".	6
	<i>Achieving organizational goals and objectives (AOG&amp;Os)</i>	Do you think that when the employee feels dissatisfied with the new job he/she is transferred to and not given him/her the required and necessary courses, this will lead to not achieving the company's goals?	"When we feel unsatisfied in our jobs/positions, and/or if we did not get the required training programs that are related to our jobs, for sure we will not be able to achieve JC goals and objectives".	8
	<i>Integrity (Int)</i>	From your perspective, do you receive gifts and incentives from the clients that you have served in your new job?	"Due to unfeeling comfortable with places that we are in our jobs, this might push us to think and get gifts and incentives from customers to facilitate their transactions".	3

**Table 2.** Constructs, sub-constructs, semi-structured interviews' questions, interviewees' answers, and evidence of data results collection process (Part 2)

<i>Construct (coding)</i>	<i>Sub-construct (sub-coding)</i>	<i>Interviewers' questions</i>	<i>Interviewees' answers</i>	<i>No. of shared and consistent interviewees' answers</i>
<i>Impact on JC performance (JCP)</i>	<i>Poor revenues (PR)</i>	Do you believe that your performance has been declined due to your transfer to a new job and location, and this leads to poor firm revenues?	"When we feel unsatisfied due to frequently and randomly transferring practice in our jobs from one place to another, this will affect negatively on our performance and at the end leads to not achieving JC goals as well". Another interviewee in JC explained, "Using job rotation practice randomly will decline JC earns and revenues".	6
	<i>Low performance (LP)</i>	Do you think that you are wasting your time at the new job in non-useful activities that are not related to the job?	"We spend the most time during our jobs on non-tasks activities due to transferring us randomly and frequently".	5
	<i>Weak training system (WTS)</i>	Do you believe that your firm is not giving the required and necessary training courses before transferring you to a new job and/or location?	"In many cases, the required training programs and materials that are given to us are not commensurate with the nature and type of job tasks when we are transferred from one place to another frequently, randomly and unorganized; this is due to weak training programs".	8
	<i>Poor motivation (PM)</i>	Do you think that frequent and random transfers from one place to another may reduce employee productivity and performance?	"Random and frequent relocation of us from one place to another, causes us to feel frustrated and unwilling to engage in work seriously and kills our motivation factor and loses our focus at work".	7
<i>Impact on the clients and trading partners (CT&amp;Ps)</i>	<i>Trade hampers and complaints (TH&amp;C)</i>	Do you think that there are several and many complaints against employees due to the failure to perform their duties quickly and professionally?	"We submitted a large number of complaints against JC employees due to their inability to deal and clear our commercial transactions quickly and professionally".	4
	<i>Import clearance delay (ICD)</i>	Do you think that there is a delay in the process of completing commercial transactions for customers due to their dissatisfaction with their workplaces?	"JC employees delay the commercial transactions that we provide to them and are not completed quickly or on time due to dissatisfaction with the place in which they work". This was confirmed by some trading partners and business companies who are dealing with JC employees and stated, "There is a great and slow delay or delay in the completion of our commercial transactions as a result of the unwillingness of the employee transferred to the new job to perform his work quickly and with high professionalism".	4
	<i>Corruption (C)</i>	From your point of view, do you see that there is a high rate of corruption or bribery by employees?	"Sometimes we may have to offer offers, gifts, and personal benefits so that our commercial transactions can be completed quickly".	7

## 5. DISCUSSION

### 5.1. Problem identification of the current situation due to job rotation: How does job rotation practice take place at JC?

The current job rotation practice in JC is unstructured and not based on scientific planned criteria. Therefore, the current practice of arbitrary rotation of customs employees is not only a poor utilization of staff but also impacts employee morality. The practice is not based on matching job requirements to employee competencies in many cases. Indeed, competency based on career planning vs. succession planning is non-existent. However, JC is adopting a frequently pre-planned/unstructured (randomly) job rotation practice without taking into consideration many important critical factors before applying this practice. HRSCM decisions are based

on the recommendations of a committee formulated by JC General Director, which contains five directorate managers for employees' transfers. Some of the problems and drawbacks are described in the following subsections.

### 5.2. Impact on employees

#### 5.2.1. Employees satisfaction

Based on the random transference of the employees at JC to work from one place to another without any idea or the necessary prerequisite training programs that need to do the new work (i.e., tasks & duties), the results of this study found that majority of employees feeling not satisfied because this thing is done not based on their request, capabilities, skills, and competencies. Internal employees at JC confirmed this in the interviews:

*"We are not satisfied at all due to transferring us from place to another place without any notification in advance and/or taking training sessions for the new tasks".*

The result of this study is consistent with the results of Magova and Kessy (2020) study. Additionally, there is a social issue because it can lead them far away from their families and leave them often in unstable conditions. All these issues may be considered critical and play an important role in an employee's satisfaction; thus, leading to having a significant non-positive impact on their performance at the end. If the employee is transferred to another place not based on his desire, this could negatively affect his interaction, his engagement, and his performance at work and kill the spirit of creativity and dedication to work.

### 5.2.2. Employees performance

As mentioned before, when the employees are not satisfied, feel depressed, lack the required training programs and skills needed, they will have difficulty adapting to the new workplace environment. These specific negative impacts include less commitment, less morale, creating problems with their new colleagues instead of coordination or cooperation, resistance, and anger to accept the new change to do the new job according to the random transfer. As a result, these factors may have a negative impact on their performance and as a result, they may be not doing their work efficiently and properly. This issue was confirmed by employees in JC as follows:

*"Due to randomly transferring and dissatisfaction at the new environment/place, our performance is very low".*

This result is very close and consistent with the result of Gómez-Cedeño, Castán-Farrero, Guitart-Tarrés, and Matute-Vallejo (2015) study. Furthermore, and other interpretation is that if any employee feels not satisfied in a new transferred job, this for sure will affect negatively on their performance and focal firm as well.

### 5.2.3. Loyalty, motivation, and fear

When the employees are transferred to do new tasks/duties without any consultation with them to go somewhere, they may feel that the organization dealing with them as is playing chess. Moving people from one place to another without taking into consideration their social conditions, situations, competencies, skills, experiences, positions, qualifications, etc.; so is not considered a best practice. The results of this study indicate that this leads them to be not loyal enough to their organization/JC and, in the end, will have a significant negative impact on their loyalty and motivation (i.e., information sharing, focus on work, developing work, etc.). This issue was confirmed by a majority of employees at JC as follows:

*"We feel that we are not enough loyal and/or motivated to do our works to our organization/JC due to its randomly employees' transfers".*

This result is also very close to with the results of Agrawal and Mittar's (2016) study. In short, the employees feel that they are not stable in their positions and are concerned that at any time they may be somewhere else in the Kingdom far away from their families. This issue can create phobia inside them and may not focus well to do their tasks

and duties. The logical interpretation of this is that if the employee is transferred frequently, randomly from one place to another and not trained on a systematic scientific basis, this could negatively affect his loyalty to the company in which he works, in addition to not motivating him to engage and work to develop his job and thus lead to a waste of time and failure to complete the work well, which leads to poor performance of the employee.

### 5.2.4. Training programs

Without the necessary and required training programs (i.e., wants and needs, etc.) before going to a new work/position means that employees may not be able to do their work properly and leave their colleagues confused with their work also. Therefore, effective training, if it is applied very well, will lead to performing and achieving the firm's objectives and goals, and at the end will:

- improve functional performance;
- enhance corporate identity;
- provide job satisfaction;
- fulfill legal obligations;
- others.

Therefore, the Customs administration as a whole must recognize that training management:

- has a core role to play in organizational performance and development;
- can influence HRSCM;
- helps the image both of the administration and the training within it.

Failure to implement a training strategy before doing job rotation practice for employees can lead to the rapid decline of internal training and development sections, and this also leads to inefficient dissemination of information and knowledge and improvement of professional customs. Therefore, good training programs that support employees' transferences will improve their efficiency, effectiveness, uniformity, confidence, and job satisfaction; whilst, helping them to achieve JC goals. Many interviewees confirmed this:

*"There is no training strategy before employees' transferences; development is frequently reduced to occasionally and often unstructured on-the-job training".*

Other interviewees mentioned, *"Lack of training culture in the organization before doing job rotation means that there are no criteria against which to judge performance standards and no opportunities to promote organizational change".*

This will lead to inconsistent application of procedures of the law, frustration for leaders, and invariably encourages the proliferation of bad habits and problems related to ethics and integrity.

However, the training is not based on operational requirements, and in many cases, the wrong person is selected for training. Furthermore, the payment allowances for training motivate some people to attend training rather than because of need. The results of this study are very close to the results of Huo, Ye, Zhao, and Shou (2016). The workload in customs houses in some cases does not allow time to train staff. All these factors will have significant negative impacts on the employees' performance. The interpretation for this practice is failure to activate giving the adequate and necessary training courses to the employee before the process of transferring him to another place constitutes a great threat to the performance of the work largely, in



addition to the confusion in the completion of various commercial transactions and waste of time and consequently the failure to complete the work professionally.

### 5.2.5. Turnover

Frequent and random transference leaves many employees feeling that they are in unstable positions and may look to other stable jobs; this was confirmed by many employees during the interviews: *“Currently we are looking for another more stable job”*. According to the results of Rao and Raju’s (2015) study, it is a little bit inconstant with the results of this study. Thus, the percentage of turnover may reach relatively high rates in comparison to other public organizations. Therefore, this issue also may have a negative impact on JC. The scientific explanation of the process of transferring employees to other places randomly, frequently, and unorganized leads the employee to think about searching for another job and leaving work in the company in which he works because of this practice, which sometimes leads to the loss of elite quality and high capabilities in some employees.

### 5.2.6. Competences

When we talk about competencies, we refer to knowledge, skills, attitudes, and behavior. Competencies are personal characteristics and skills used to achieve the desired result. This is about behavior that has shown and not just about person’s intentions or about the skills, which are available but remain unused. To achieve these results, specific competencies are needed for each field of responsibility, each job, and each role. Therefore, determining, assessing, and developing the required competencies will lead to results-oriented action. The results of this study illustrated that applying frequent and unstructured job rotation practice will have a significant negative impact on their knowledge, skills, attitudes, and performance, and at the end on JC as a whole. This issue was confirmed by several interviewees as follows:

*“Our knowledge, skills, and competencies affected negatively by unstructured and frequent job rotation practice”*.

This result is consistent with some research in the literature as Khan, Taha, Ghouri, Khan, and Ken’s (2013) study.

In short, HRSCM directorate should have data and information on its current employees and about their competencies, skills, attitudes, and behaviors before making random transfers to identify the best place that they should work at (i.e., putting the right person in the right place/position, etc.). Having not well-prepared employees without sufficient required knowledge and competency to do their jobs before the transference may also have a negative impact on the employee competency, on JC, and may even mean a decline in their level of competency.

### 5.2.7. Inequity

The employees should focus on JC qualities, successes, and opportunities, instead of focusing on problems, weaknesses, and impossibilities regarding their reflection/reaction of inequity due to random

unstructured transferences. Most employees show that selecting an employee randomly on an *ad hoc* basis for transference may play a role of bias in selecting an employee to go to a new place to do a new job. While others may stay in their job without any changes for a long period this may also have a significant negative impact on their performance and JC as a whole. In this context, it was confirmed by many employees through conducting many interviews for this research study as:

*“Inequity practice during applying transferring of employees from place to another place leads to be disappointed and declining in our job performance”*.

This result is consistent with, to a large extent, the results of the Menon’s (2012) study. The logical interpretation is wrong practices and bad application of the process of transferring and rotating employees unfairly based on personal knowledge and favoritism and not based on abilities, competencies, skills, and desire, and placing the right person in the right place, generates a kind of inequality in the rotation among employees, which leads to distortions in the transfer process and thus negatively affects both employee’s and company’s performance.

### 5.2.8. Achieving organizational goals and objectives

If the employees feel that they are not satisfied, do not have adequate and enough training programs and skills, low morale, inequity, low commitment, unwillingness to work in their organization, maybe it is hard for them to be able to play a vital role to achieve the goals and objectives of the organization and this also will lead to having a significant negative impact on JC as a whole. This was confirmed by the majority of the employees during the interviews:

*“When we feel unsatisfied in our jobs/positions, and/or if we did not get the required training programs that are related to our jobs, for sure we will not be able to achieve JC goals and objectives”*.

Gómez-Cedeño et al. (2015) state that if the employees have a high level of dissatisfaction in their jobs, they will not be successful to achieve their organizational performance; this ensures the results of this study. The scientific interpretation for this practice is failure to transfer and rotate employees based on qualifications, skills, and abilities, placing the employee in the right place and arming him with the necessary training courses necessary to perform the tasks of the job he is transferred to, this will inevitably lead to a loss of control in achieving the company’s goals in general.

### 5.2.9. Integrity

Frequently, randomly, and unstructured transference of employees may lead to a high possibility of facilitating corruption in the organization/JC. Many employees at JC have confirmed this in the interviews:

*“Due to unfeeling comfortable with places that we are in our jobs, this might push us to think and get gifts and incentives from customers to facilitate their transactions”*.

This result is consistent with the result of Nadine’s (2019) study. Integrity problems are most likely to occur in the organization/JC where morale or *“esprit de corps”* is low and where customs

personnel do not have pride in the reputation of their administration. Therefore, employees at all levels should be actively involved in the anti-corruption program and should be encouraged to accept an appropriate level of responsibility for the integrity of the administration; otherwise, their performances will be low and also will have a significant negative impact on JC as a whole. The logical interpretation for this point is if the employee is transferred from one place to another not based on his desire to transfer, this poses a great risk of deviating the employee by receiving bribes, gifts, or personal benefit without right and without the knowledge of the company, which leads to a failure to achieve integrity, impartiality and the application of the principle of equality in completing transactions commercial service to the recipients of the service by JC.

### 5.3. Impact on JC performance

#### 5.3.1. Poor revenues

One of the main JC goals is to provide the Treasury with local revenues. Based on this objective, if JC is still adopting the frequently random and unstructured employees' transference, this will limit the organization/JC from achieving this objective if staff is not feeling satisfied in their positions and this will affect their performances and at the end, the JC revenues will be very poor. The interviewees stated,

*"When we feel unsatisfied due to frequently and randomly transferring practice in our jobs from one place to another, this will affect negatively on our performance and at the end leads to not achieving JC goals as well".*

Another interviewee in JC explained, *"Using job rotation practice randomly will decline JC earns and revenues"*.

This result is very close to the results of Muafi and Kusumawati's (2021) study. The logical interpretation is the process of transferring and rotating employees in an unorganized and repetitive manner and is not based on a systematic and clear scientific basis for all employees. This leads to the employees' dissatisfaction and consequently their failure to perform well, which leads to a loss of fiscal revenues to JC.

#### 5.3.2. Low performance

Unstable staff at any position in the organization/JC allows them to consume a lot of time on personal interests (i.e., non-work tasks, etc.) rather than focus on doing their jobs. This will lead to low levels of employee performance in the organization/JC. The majority of the targeted interviewees stated,

*"We spend the most time during our jobs on non-tasks activities due to transferring us randomly and frequently".*

According to Jena and Ghadge's (2021) study, they emphasized that low employees' performance is due to their low level of satisfaction, and this result is also consistent with the results of this study. The interpretation of this practice is if any employee feels not satisfied in the new transferred job, this for sure will affect negatively on their performance and the whole firm's performance as well.

#### 5.3.3. Weak training system

Unstructured job rotation practice in JC will have an impact on the training system, which will be inefficient enough and not be able to deal with the transference of employees to give them adequate materials and required proper training programs (i.e., skills, knowledge, and needs, etc.) before being involved in the new job. So that, the training system even that if is in-door or out-door in JC will not be a proper system to conduct training programs based on a scientific and analysis basis. Therefore, random and unstructured employees' transference leaves the training system weak to conduct its programs for the targeted employees. Thus, sure this issue has a significant negative impact on JC as a whole. In this context, this was confirmed by many interviewees during the research: "In many cases, the required training programs and materials that are given to us are not commensurate with the nature and type of job tasks when we are transferred from one place to another frequently, randomly and unorganized; this is due to weak training programs". This result is close to a high extent to the result of Agrawal and Mittar's (2016) study. The scientific interpretation for this practice not given adequate and required training courses to the employee before the process of transferring him/her to another place, leads to not doing and achieving high performance in the work environment to a high extent; in addition to that, there will be confusion in the completion of various commercial transactions and waste of time and consequently the failure to complete the work professionally.

#### 5.3.4. Poor motivation

Frequent and random unstructured employees' transference practice does not encourage employees to involve or to focus on their work. In contrast, it will kill their motivation and for sure may get them to be frustrated. The result of this study shows that most employees currently have low levels of motivation, low employees' performances, and in the end low levels of performance for the whole JC. The interviewees stated,

*"Random and frequent relocation of us from one place to another, causes us to feel frustrated and unwilling to engage in work seriously and kills our motivation factor and loses our focus at work".*

The result of this study is consistent with the results of Marwah, Jain, and Thakar's (2014) study. The logical interpretation of this is that if the employee is transferred frequently, randomly from one place to another, and not being trained on a systematic scientific basis, this could negatively affect his motivation to do his work, and also this might leads to disappointment for him at the work atmosphere; in addition to not motivating him to engage and work to develop his job and career as well; thus, lead to a waste of time and failure to complete the work on time, which leads to poor in performance of the employee.

### 5.4. Impact on the clients and trading partners

#### 5.4.1. Trade hampers and complaints

Based on the current unstructured and random job rotation practice, some employees in JC may not like to do their tasks and duties properly. They may not

focus too much on their work due to many factors, such as insufficient training programs and communication skills. Therefore, this issue will give a negative image about their organization/JC and let the clients get hampers and high levels of complaints due to not serving them quickly. Many trading partners confirmed this study and stated,

*"We submitted a large number of complaints against JC employees due to their inability to deal and clear our commercial transactions quickly and professionally".*

The scientific interpretation and as a result of random and frequent transfers, employees feel dissatisfied in their workplaces to which they were transferred, and therefore the employees do not perform their work to the fullest extent and work to waste time and not complete commercial transactions quickly and professionally and permit them on time, so many service recipients resort to commercial companies and businessmen To submit multiple complaints against these transferred employees without desire for poor service and delays in the procedures for clearing goods and customs and commercial transactions.

#### 5.4.2. Import clearance delay

Employees who are not motivated and satisfied, for sure will not be able to do their work efficiently and effectively. Therefore, they will postpone doing their work, and the time delay for clearing goods and products will be at high rates. Many business companies stated,

*"JC employees delay the commercial transactions that we provide to them and are not completed quickly or on time due to dissatisfaction with the place in which they work".*

This was confirmed by some trading partners and business companies who are dealing with JC employees and stated,

*"There is a great and slow delay or delay in the completion of our commercial transactions as a result of the unwillingness of the employee transferred to the new job to perform his work quickly and with high professionalism".*

The logical interpretation is due to the unwillingness of the employees transferred to other places to complete commercial transactions on time or deliberately delaying their completion, which leads to the accumulation of commercial transactions and delaying their completion.

#### 5.4.3. Corruption

Based on unstructured job rotation practice, some clients may think to make an offer (i.e., tips/commission, etc.) for some employees to finish their formal documents. Thus, this issue may encourage and facilitate the corruption practice in JC instead to fight it. Many trading partners and business companies, who are dealing with JC employees, confirmed that:

*"Sometimes we may have to offer offers, gifts, and personal benefits so that our commercial transactions can be completed quickly".*

As mentioned previously, there are many negative impacts due to unstructured, frequent and random job rotation practice of JC employees, but

now the question is: *Is it necessary to do job rotation frequently and randomly in JC?*

In normal conditions, it is not necessary to do frequent and unstructured job rotation practice inside the organization in general, and JC in particular, but it can be applied in limited areas due to an urgent condition such as leave of absence, ill cases, posting officers of appropriate qualification and skills to perform specific job types to address corruption issues, etc.

## 6. CONCLUSION

In normal conditions, it is not preferable to apply for job rotation practice randomly and frequently, but if it is necessary to apply; JC should be very careful about transferring its employees and it should be based on specific and standard criteria. Adopting a current job rotation practice should be based on a scientific staff analysis process rather than *ad hoc*. Furthermore, it should have been supported by pre-planned training programs (i.e., induction, giving required materials for specific tasks, etc.) with adequate materials and courses for employees to achieve more professional staff, integrate competencies, attain the organizational goals and objectives, and increase the performance. Therefore, unstructured and random job rotation practice has many challenges for many firms and impacts on employees worldwide, particularly in JC. This paper aims to investigate the current process of the job rotation practice that the Human Resource Supply Chain Management (HRSCM) directorate is applying at JC. Furthermore, this study displays a comprehensive overview of managing HRSCM and how it has a positive impact on its success if it is applied properly. Therefore, applying unstructured job rotation practice (i.e., monthly) frequently and regularly will have a significant negative impact on JC performance as a whole. Qualitative methodology was adopted through conducting some semi-structured interviews with managers from mid and top levels, internal employees, external partners, and customers. Forty-six (46) interviewees participated and shared in this study out of 203, representing a 22 percent response rate. Additionally, it was reviewed many related previous research studies in the literature to collect some other qualitative data from secondary sources (i.e., statistics, annual reports, etc.). This study focused on three main elements that have an impact on JC performance: 1) internal customs employees' performance; 2) external trading partners and customers, who are dealing with customs services; finally, 3) the whole performance of JC. The findings of this study show that JC applies the current job rotation practice randomly, unstructured, and not perfectly and scientifically for achieving its goals and objectives; thus, leads to low revenues and performance. JC may take the proposed solutions and important suggestions that already have been introduced in the content of the study. This paper makes significant contributions to the theoretical knowledge base and provides practical implications for the context of HRSCM, with broader implications for professions related to service firms, particularly in job rotation practice.

This study suffers from some weaknesses and points it as follows. First, this study, due to a time limitation, relies mainly on primary data gathered from a limited number of interviewees (AL-Shboul, 2016). The researcher was only able to conduct a few and limited numbers of interviews with managers, trading partners, and business companies, who are responsible for clearing trading transactions and directly dealing with JC. Due to the highly demanding positions of management in the sector, they were either too busy and/ or did not want to cooperate with the researcher and were not able to allow him to meet them in interviews to collect

the required data. Second, the use of a small number of managers rather than many in different positions is not sufficient to collect accurate data about HRSCM and may result in the inaccuracy of some measurements and/or results. Therefore, the researchers suggest using many targeted managers in leading positions, who are responsible for planning and organizing HRSCM from different positions in JC for data collection purposes in future research. Furthermore, scholars and researchers can use and apply both qualitative and quantitative methods for the data gathering process; this may give more accurate results.

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