

The Impact of Simplifying the Organizational Structure on Job Rotation in Telecommunications Companies

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Abstract

In light of the difficulties and challenges facing Syrian telecommunications companies in implementing the job rotation strategy, the need arises to use effective administrative methods related to the organizational structure of these companies, especially since restructuring the organization in line with work changes has positive effects in this area.

The study seeks to explore the impact of simplifying the organizational structure in implementing job rotation in its four dimensions; Training and capacity development- Functional design- Systems and procedures- Career development in Syrian telecommunications companies.

The study adopted the descriptive approach, the questionnaire was used as a tool for measurement and collecting primary data, as 400 questionnaires were distributed, 356 of which were returned, 301 of which were valid for analysis. The hypotheses and statistical analysis were also tested using the Amos-23 program.

The study concluded that there is a positive significant impact of simplifying the organizational structure on job rotation, the results showed a decrease in the level of implementing of job rotation dimensions in the studied environment. The study recommended developing the organizational structure in line with developments in the organizational environment, developing systems and procedures to make them more effective in the job rotation process in Syrian telecommunications companies.

Keywords: Simplifying the organizational structure- Job rotation- Training and capacity development- Functional design- Systems and procedures- Career development.

1-INTRODUCTION

Many business organizations often suffer from increasing bureaucracy and stereotyped processes that reduce freedom and flexibility in performing work, intense competition among employees at many management levels may lead to the misuse of knowledge as a tool for power and career advancement (Brunold & Durst, 2012).

one of the common tools and techniques used to deal with these challenges is job

rotation, which is adopted to handle routine, monotony and boredom among employees (Brunold & Durst, 2012). Job rotation contributes to improving product quality, creates opportunities for employees to explore alternative career paths, prevents stagnation and job boredom, increases job satisfaction and reduces labor turnover (Dhanraj & Parumasur, 2014).

Job rotation is one of the most important issues in human resource management, as the effectiveness of human resources depends on the growth of an individual's job according to his potential and characteristics, so organizations seek to improve work design systems by developing effective job rotation strategies in order to enhance employee performance (Fernando & Dissanayake, 2019).

On the other hand, the organizational structure is a set of rules that regulate the behavior of the organization's members. These rules are created through administrative competencies (Steinmann & Schreyogg, 2005). The organizational structure forms the organization's system by structuring the

organization's elements and activities. This process includes dividing employees into different groups, determining the specialization of each member of the organization, as well as determining the behavioral patterns of individuals and work teams that perform different organizational roles (Czekaj, 2013).

Simplifying the organizational structure is a characteristic of superior organizations, where individuals are managed effectively, especially since it draws a clear picture of the relationships between employees and identifies who is responsible for the results (Welch & Welch, 2005).

Mintzberg suggests that organizations can be distinguished by three basic dimensions: The main dimension of the organization that plays a fundamental role in determining its success or failure, The dimension of the coordination mechanism that the organization uses to coordinate its activities, The type of used decentralization through the extent to which the organization involves subordinates in the decision-making process. These three dimensions lead to structural configurations related to the simple structure, the mechanistic

bureaucracy, the professionalism, and the form of division, as simplifying the organizational structure ensures strategic value for the organization by using direct supervision, reducing the level of complexity, and employing decentralization effectively, which applies to new work departments, medium-sized retail stores, and small schools (Lunenborg, 2012).

The research aims to study the impact of simplifying the organizational structure on the dimensions of job rotation in Syrian telecommunications companies, considering these companies face challenges related to implementing job rotation practices at different administrative levels as a result of the rigidity of their organizational structures. The importance of the relationship between simplifying the organizational structure and job rotation is evident from the fact that simplifying the structure leads to enhancing flexibility in transferring and appointing employees in different job positions, and reducing bureaucracy, which makes the job rotation process more efficient and effective, in addition to increasing productivity by enabling employees to work in different jobs more easily, which allows them to develop new skills and improve performance. Therefore, the scientific contribution of the study is represented in presenting a set of results and proposals related to enhancing job rotation practices in telecommunications companies by applying the simplification mechanism to their organizational structures related to defining roles and responsibilities, delegating powers to employees, and facilitating communication between different administrative levels in order to achieve specific organizational goals. Based on this, the main question of the research was embodied in the following: What is the impact of simplifying the organizational structure on job rotation in Syrian telecommunications companies?

2-Literature Review

2-1 Simplify the organizational structure

The quest to simplify the organizational structure is not new, it has been emphasized greatly during the past few years, as diversity and simplification in the organizational structure leads to moving away from the complexity of organizational rules and reduces the bureaucracy that overwhelms the organization, which makes it difficult to respond efficiently to what is happening in the external environment (Hopej, et al., 2013).

Organizational restructuring is a response to modern global challenges, it allows organizations to develop functional strategies in specific areas that take into account constantly changing administrative conditions. Therefore, the simplification process allows for the transition to a flexible organizational structure consisting of specific hierarchical layers, ensuring the division of labor, and grouping of covered activities by processes taking place in specific organizational units. The need to restructure the organization through the simplification process arises as a natural result of the information model related to the organization's activity, the necessity of achieving organizational goals, enhancing the ability to adapt and be flexible to different situations, as well as creating an innovative organizational culture based on the exchange of information and effective communication between employees (Dzwigol, 2019).

The need for business organizations to simplify their organizational structures in terms of communications, scope of supervision, tasks and responsibilities is highlighted in order to overcome the routine, complexity of rigid organizational structures, and to achieve the flexibility factor by making the necessary changes in the organizational structure in line with the work environment. The most important characteristics that the organization obtains by simplifying its organizational structure

can be highlighted as follows (Purwanto, 2015):

- a) Reducing the number of administrative levels so that the chain of command is as short as possible.
- b) Achieving rapid response to changes in the work environment.
- c) Improving production efficiency and reducing costs.
- d) Achieving better communication between employees.
- e) Allowing employees to participate in decision-making.
- f) Effective coordination between different administrative levels.
- g) Empowering employees by granting them more powers.
- h)- Providing flexibility for employees in completing the tasks assigned to them.
- i) Creating new knowledge and improving employees' ability to learn.

2-2 Job rotation

Job rotation involves the activities of moving employees across different functional departments in the organization to increase their understanding and broaden their horizons. Job rotation contributes to developing a deeper and broader understanding of other functional departments, it allows employees to acquire skills and enhance learning capabilities (Mohan & Gomathi, 2015).

Job rotation is a useful operational approach to improve performance and productivity, enhance employees' problem-solving skills, increase their comprehensive understanding of the work and tasks assigned to them. In order to achieve optimal organizational performance, a balance must be achieved between job rotation and other factors related to job quality, employee attitude towards the job, time spent on the job, high pay and motivation, and other relevant issues that affect employees (Suleman, et al., 2022).

Huang (1999) confirms that job rotation is the transfer of employees between a number of different positions and tasks within jobs, each of which requires different skills and responsibilities. It is a developmental technique that has been widely used to enhance individuals' knowledge, improve their level of understanding and learning of the tasks assigned to them during a specific period of time.

Nasr (2020) defines job rotation as an approach that relies on transferring the employee between two jobs or tasks in a planned manner to motivate him to hone his experiences and skills. Rotation takes place at regular intervals to familiarize and train the employee on the jobs in the organization, whether horizontally or vertically.

The importance of job rotation lies in the fact that it represents an important incentive to demonstrate, develop human competencies and give them the opportunity to supervise, manage, lead, highlight their capabilities and creativity. It also helps decision-makers identify the capabilities and talents of employees, their strengths and weaknesses through the supervisory, administrative, and leadership work they perform (Daghma, 2020).

Job rotation can be used as a tool to ensure that employees acquire the required skills by new technologies, in addition to learn more about different employee activities in the organization to improve productivity and profitability in different jobs (Zin, 2015).

2-3 Dimensions of job rotation

The current study addressed four dimensions of job rotation based on previous literature as follows:

1-Training and capacity development:

Developing effective training programs and activities through which individuals are developed, their practical capabilities are increased, and their skills are developed. Training focuses on the process of providing individuals with information

and knowledge related to work, optimal performance methods, refining the skills and abilities they possess, and enabling them to invest their energies in the best possible way. Job rotation is one of the most important training methods, as the employee is assigned to a number of different jobs in the organization for a short or long period to enable him to become familiar with the organization's goals, to know the methods of performing work in various departments and at different levels. Thus, it provides an opportunity to develop the employee's skills, abilities, his knowledge of other jobs, and the extent of the interconnection between them (Saravani & Abbasi, 2013).

2-Functional design: Dividing and arranging the organization's activities and processes into groups of jobs. Job design aims to increase employee productivity, efficiency, satisfy the needs of employee in facing challenges and the desire to achieve. The job design process essentially refers to creating an integrated relationship between the needs of individuals and the needs of the organization. Job design also affects improving performance and increasing job satisfaction (Mathis & Jackson, 2012).

3-Systems and procedures: A set of policies, rules, principles and guidelines that have been established by the organization to achieve goals. These policies and rules contribute to developing the skills of employees and motivating them in order to increase productivity (Turaisi, 2021).

4-Career development: A set of joint activities between the employee and the management to prepare the individual for ascending career stages, to identify the required skills to reconcile the goals of the individual and the organization at the same time. The importance of career development is evident in achieving the sought goals by employees (growth, stability, satisfaction) and the sought goals by management (higher productivity,

outstanding performance) (Gwadoya & Otsyulah, 2023).

Based on the theoretical framework of previous studies, the research hypotheses were divided into four basic hypotheses as follows:

H1: There is a significant effect of simplifying the organizational structure on training and capacity development as one of the dimensions of job rotation.

H2: There is a significant effect of simplifying the organizational structure on functional design as one of the dimensions of job rotation.

H3: There is a significant effect of simplifying the organizational structure on systems and procedures as one of the dimensions of job rotation.

H4: There is a significant effect of simplifying the organizational structure on career development as one of the dimensions of job rotation.

In light of the results of previous studies and the formulation of previous hypotheses, the theoretical model for the research can be proposed as shown in the following figure:

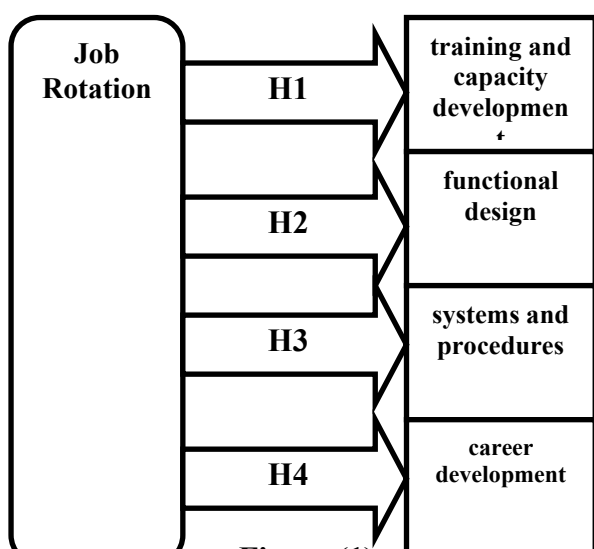


Figure (1)
Research model

Sources: Developed and designed by the researchers based on these studies (Ondiba,

et al., 2021) (Mark, Kponee, 2020) (Romeedy, 2019) (Kaminska, et al., 2015)

3-Research Methodology, Population, Sample

The descriptive approach was adopted, which includes studying the current facts related to the nature of the studied phenomenon in the Syrian environment related to the telecommunications companies. The questionnaire was used as a tool to collect primary data based on the five-point Likert scale according to the five degrees (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree), the quantitative data were collected and statistically analyzed using the Amos-V23 program.

A questionnaire was developed to measure the independent variable

(organizational structure simplification) based on studies by (Kaminska, et al., 2015) (Purwanto, 2015), and to measure the dimensions of the dependent variable (job rotation) based on studies by (Kaymaza, 2010) (Kidane, 2015) (Nour, 2024).

The research population consisted of managers, supervisors, department heads, and administrative employee in Syrian telecommunications companies- Damascus Governorate. A simple random sample was used to represent the studied population by using the following random sample law (Krejcie & Morgan, 1970):

$$n = \frac{\chi^2 NP(1 - P)}{d^2(N - 1) + \chi^2 P(1 - P)}$$

$$= \frac{3.841 * 1300 * 0.5(1 - 0.5)}{0.05^2(1300 - 1) + 3.841 * 0.5(1 - 0.5)}$$

$$= 297$$

400 questionnaires were distributed, 356 of which were returned, and 33 questionnaires were excluded for being invalid. Thus, the number of questionnaires valid for analysis was (301).

4-Results

4-1-Convergent validity of the scale

The researcher verified the validity of the data by verifying the validity and reliability of the scale, as the convergence was verified by relying on confirmatory factor analysis, The model consisting of 5 main variables was built and designed

based on AMOS 23 by introducing one independent variable and four dependent variables (as shown in figure 1):

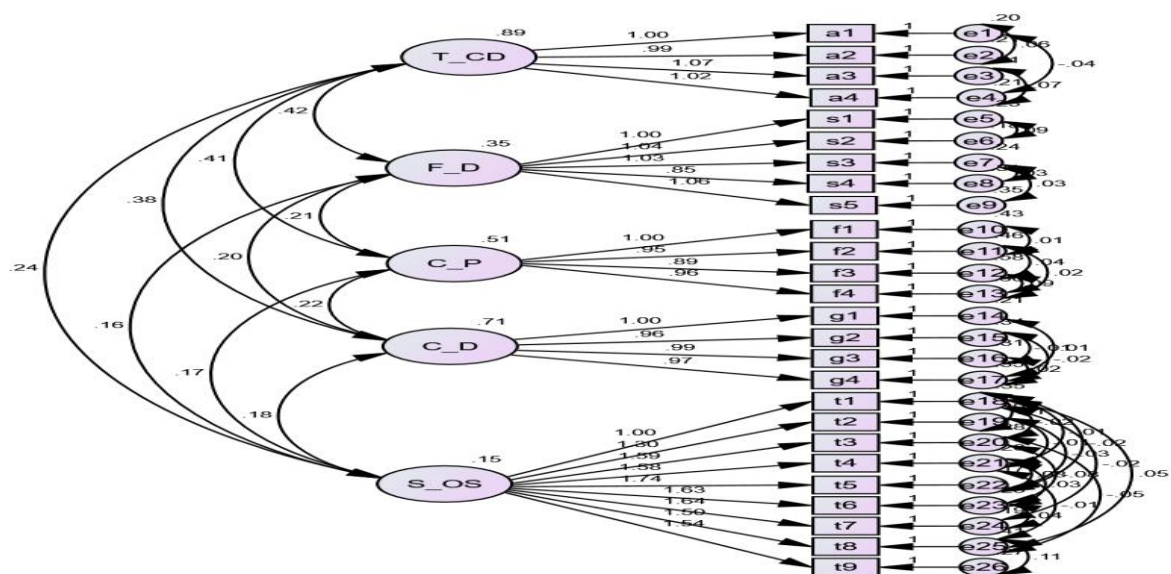


Figure 2 Confirmatory analysis model for study dimensions
Source: Prepared by the researchers based on AMOS 23 outputs

Through the results of the confirmatory factor analysis of the model, the value of the chi-square coefficient was 350.947, the value of the χ^2/df index was $397.4/200 = 1.350$, which is less than 3, indicating a good degree of fit for the hypothetical model for the studied data (Carmines & McIver, 1981, p. 80). The value of the comparative fit index (CFI) was 0.983, which indicates a high degree of fit for the proposed hypothetical model (Hu & Bentler, 1999, p. 5), the value of the TLI (Tucker-Lewis coefficient) coefficient was 0.979, which indicates a high degree of fit for the hypothetical model studied (Kyriazos, 2018, p. 2514), as the model's fit increases as it approaches one, the value of the root mean square of the residuals (RMR) was 0.028, which is a close value from zero, which indicates a high degree of model fit, the value of the GFI coefficient is equal to 0.919, all of which are greater than 0.9, which indicates a high degree of

model fit (Bentler, 1990, p.245). The value of RMSEA was equal to 0.034, which is less than 0.05, which indicates the model fit (Byrne, 2010, p. 81).

4-2-Content validity

In order to ensure content validity, the degree of saturation of each of the model elements was relied upon, (as shown in table 1):

Table 1
Regression coefficients for standard values of model dimensions

items				Estimate	AVE
The company is keen to identify the training needs of employees	a1	<---	T-CD	.902	0.817
The company uses various training methods	a2	<---	T-CD	.899	
Employees are adequately trained before being placed on job rotation	a3	<---	T-CD	.912	
Training gives employees the ability to know the requirements of other jobs	a4	<---	T-CD	.902	
The diversity of job skills designed contributes to the application of job rotation	s1	<---	F-D	.777	0.575
The jobs in the organization are well designed which helps in job rotation	s2	<---	F-D	.822	
Job design policy facilitates the monitoring of job rotation process	s3	<---	F-D	.779	
Job rotation policy is taken into consideration when designing any job	s4	<---	F-D	.674	
Difficulties in each job are described to be overcome	s5	<---	F-D	.730	
Systems and procedures allow employees to demonstrate their abilities and skills in the jobs to which they are rotated	f1	<---	S-P	.739	0.476
Job rotation is one of the systems and procedures developed by the organization	f2	<---	S-P	.712	
Systems and procedures define the methods and mechanisms used by the organization in job rotation	f3	<---	S-P	.641	
The organization's systems and procedures reduce the psychological stress on employees when they are rotated to other jobs	f4	<---	S-P	.664	
The job rotation strategy provides the appropriate climate for job rotation	g1	<---	C-D	.879	0.693
Job rotation is one of the methods and techniques of career development	g2	<---	C-D	.811	
Job rotation gives the employee the opportunity for career growth and advancement	g3	<---	C-D	.830	
Career development strategy helps fill vacancies using job rotation	g4	<---	C-D	.809	
Radical changes are being made to the organizational structure in line with environmental changes	t1	<---	S-OS	.543	0.552
The tasks and functions of the employees are precisely defined	t2	<---	S-OS	.673	
The organizational structure provides open and effective communication between different management levels	t3	<---	S-OS	.753	
Business processes are simplified whenever necessary	t4	<---	S-OS	.802	
Similar jobs are listed in one administrative unit	t5	<---	S-OS	.848	
Tasks are completed according to flexible rules and	t6	<---	S-OS	.779	

items				Estimate	AVE
procedures					
Organizational objectives are formulated with the participation of all management levels	t7	<---	S-OS	.819	
Powers are delegated to lower administrative levels in practice	t8	<---	S-OS	.666	
Lower management levels participate in the decision-making process	t9	<---	S-OS	.752	

Source: Prepared by the researchers based on AMOS 23 outputs.

From the table(1), the degree of saturation for each of the items (statements) used in measuring the seven questionnaire axes ranged between 0.912 and 0.543, which is greater than 0.5, the value of the average variance extracted index (AVE) ranged between 0.552 and 0.817, all of which were greater than 0.5, except for one value that was equal to 0.476 for systems and procedures, but the

CR value was equal to 0.784, which is greater than the recommended value, which means that the required reliability was achieved (Long, 2012, p.1332), thus each axis is able to explain more than half of the variance of its indicators, which means that the content validity condition of the scale was achieved (Urbach & Ahlemann, 2010, p. 19).

4-3-Discriminative validity

Table 2
Internal correlation and discriminant validity indices of the model

	CR	AVE	MSV	MaxR(H)	CD	T-CD	FD	S-P	S-OS
CD	0.900	0.693	0.318	0.904	0.833				
T-CD	0.947	0.817	0.566	0.947	0.478	0.904			
FD	0.871	0.575	0.566	0.877	0.392	0.752	0.758		
S-P	0.784	0.476	0.402	0.788	0.360	0.601	0.491	0.690	
S-OS	0.916	0.552	0.500	0.926	0.564	0.661	0.707	0.634	0.743

Source: Prepared by the researchers based on AMOS 23 outputs.

From Table (2), the values of the maximum common variance index (MSV) for all the questionnaire axes were smaller than the corresponding average extracted variance (AVE) values, which were all greater than 0.5. The values of the square root of the average extracted variance (shown diagonally in dark black) were also greater than the values of their correlation coefficient with the other dimensions. Through the above, the condition of discriminant validity for the used study tool was achieved (Almen et al., 2018, p.328).

4-4-Reliability of the scale

In order to ensure the reliability of the scale, Cronbach's alpha coefficient and the composite reliability coefficient CR were relied upon, the results were as in the following table:

Table 3
Cronbach's alpha coefficients and composite reliability coefficient values

axes	code	N of Items	Cronbach's Alpha	CR
Training and capacity development	T-CD	4	0.951	0.947
Functional design	FD	5	0.878	0.871
Systems and procedures	S-P	4	0.801	0.784
Career development	CD	4	0.900	0.900
Simplify the organizational structure	S-OS	9	0.916	0.916

Source: Prepared by the researchers based on AMOS 23 outputs.

The values of Cronbach's alpha coefficient ranged between 0.801 and 0.951, the values of composite reliability coefficient ranged between 0.784 and 0.947, all of which were greater than 0.7, which means that the scale is stable (Almen et al, 2018, p. 329) (Tavakol & Dennick, 2011, p. 54), thus there is no need to modify or change any of the tool's items.

4-5-Hypothesis Testing

After verifying the validity of the data for analysis by verifying the conditions of

validity and reliability of the used measurement tool, the structural equations SEM were relied upon to test the research hypothesis, as the value of CMIN/DF = 1.395, which is less than 3, the values of CFI = 0.980, TLI = 0.977, and GFI = 0.911, all of which are greater than 0.9, RMSEA = 0.036, which is less than 0.08, which means that the conditions for model suitability were met (as shown in figure 2 and in table 4).

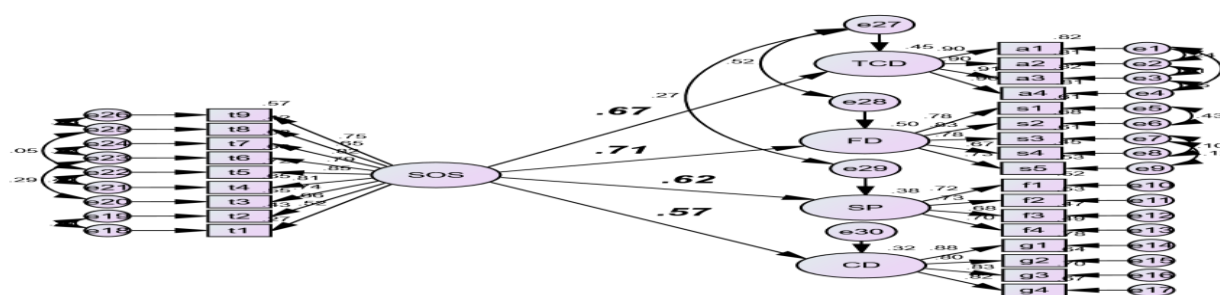


Figure 3 Regression model for hypotheses

Source: Prepared by the researchers based on AMOS 23 outputs

Table 4
Regression coefficients for the model

			Estimate	S.E.	C.R.	P
FD	<---	SOS	0.709	.151	7.694	***
SP	<---	SOS	0.618	.173	6.863	***
TCD	<---	SOS	0.667	.217	7.966	***
CD	<---	SOS	0.567	.183	7.166	***

Source: Prepared by the researchers based on AMOS 23 outputs

4-6 Discussion of Findings

The research aims to study the impact of simplifying the organizational structure on job rotation in Syrian telecommunications companies. The study relied on the descriptive approach to determine the study variables and dimensions, formulate hypotheses, as the questionnaire was used as a tool for collecting data, and path analysis was relied upon through AMOS 23 as follows:

1-The effect of simplifying the organizational structure on training and capacity development as one of the dimensions of job rotation was tested, as the p- value was very close to zero and was less than 0.01, the estimation value was equal to 0.667, which means that there is a moderate direct significant effect of simplifying the organizational structure on training and skills development, as simplifying the organizational structure can contribute to the speed of the decision-making process related to training programs and skills development strategies. In addition, the simple organizational structure gives more space for creativity and innovation processes that are directly reflected in the learning and training process, the simple organizational structure is built on lower administrative levels, thus the possibility of reaching more accurate and objective decisions regarding training processes from selecting employee, managers and appropriate training programs.

2-The effect of simplifying the organizational structure on the functional design processes in the studied environment was tested, as the p-value was less than 0.01, the estimate value was equal to 0.709, which means that there is a strong significant effect. This effect can be shown by reducing the complexity resulting from simplifying the organizational structure, which will give greater flexibility in the process of defining roles, functions, responsibilities, and will also give greater freedom in the process of implementing the assigned tasks, all of which is accompanied by ease and less

time in the decision-making process without any overlap or duplication in the assigned tasks.

3-The effect of simplifying the organizational structure on the systems and procedures in the studied environment was tested, as the p- value was less than 0.01, which means the significance of the relationship. On the other hand, the estimation value was equal to 0.618, which means that there is a moderate significant effect of simplifying the organizational structure on the systems and procedures, as this appears through reducing administrative steps, facilitating the process of communication and contact between employees. Simplifying the organizational structure will also contribute to transforming procedures and systems into systems that support innovation and creativity in line with flexible and simplified organizational structures.

4-The effect of simplifying the organizational structure on career development in the studied environment was tested, as the p- value was less than 0.01 and the estimate value was equal to 0.567, which means that there is a moderately strong significant effect of simplifying the organizational structure on career development, as simplifying the organizational structure reduces complexity and bureaucracy, clarifies the lines of communication between employees and different administrative levels. This will be reflected in simplifying procedures at the daily level, which will lead to career development at the long-term strategic level by increasing flexibility and adaptability, in addition to enhancing innovation, encouraging initiative, and improving communication processes through clarity of roles, which will lead to increased employee participation and job satisfaction.

The results of the current study are consistent with the results of many previous studies, as the study (Purnomo, et

al., 2023) confirms that the changes made by the organization in its organizational structure provide clear cooperation and coordination procedures among employees to reduce or avoid confusion in implementing obligations, work roles, and administrative supervision mechanisms, in addition to unifying work activities to ensure the growth and development of the organization.

The study (Nosike, et al., 2021) also confirms that simplifying the organizational structure contributes to dividing work into distinct tasks, achieving coordination and integration between these tasks, providing links between social and psychological subsystems, which supports the process of career development for employees.

In the same context, the study (Nwizia & Okachi, 2020) confirms that introducing modifications and changes to the organizational structure according to changing work needs gives employees more freedom and flexibility at work, enhances their knowledge and skills in completing the tasks assigned to them at different job levels.

On the other hand, simplifying organizational tasks and work procedures removes organizational barriers, enhances the efficiency and job knowledge of employees in responding to new job tasks (Gordia, 2024).

Therefore, simplifying the organizational structure provides a flexible work environment, facilitates the process of developing employee performance, and enhances the effectiveness of job rotation by organizing tasks, jobs, relationships, job-related elements, reward system, required skills, and training programs according to the needs of both employers and employees (Kavya, 2024).

5-Conclusion, Recommendations, Limitations

5-1 Conclusion

Through the above, we have concluded that there is a significant impact of simplifying the organizational structure on the job rotation process, as it became clear to us that the greatest impact was on job design processes, while the least impact was on systems and procedures. It also became clear to us that there was a decline in the level of application of the job rotation process, as the lowest level was for training and capacity development processes, which the organization must take into consideration to develop and enhance through advanced systems for training programs and human resources information systems, especially training information systems, in line with the development of skills and required capabilities by the labor market.

The studied telecommunications companies were suffering from a decline in the level of job design as a result of relying on traditional and old methods regarding job design and job card. Here, the companies must work on conducting an accurate analysis of jobs and human resources in a manner consistent with the rapid environmental and technological developments.

On the other hand, the studied telecommunications companies were also suffering from a decline in the level of systems and procedures based on routine and classical methods that are not compatible with knowledge economies based on creativity and innovation. This requires working on simplifying procedures, flexible transformation of all work systems and followed administrative processes. In the end, the studied telecommunications companies do not achieve the required level of career development, which is a natural result of the decline in the level of procedures, the backwardness of work systems, and reliance on traditional organizational structures that do not take into account environmental developments in the telecommunications sector.

5-2 Recommendations

Managers and executives in the studied telecommunications companies should use job rotation as one of the tools to encourage, motivate employees and design training programs that focus on meeting job needs, which contributes to enhancing employees' capabilities and providing them with the necessary knowledge to adapt to new work roles.

On the other hand, it is necessary to identify employees' capabilities before conducting job rotation, and develop the organizational structure in line with developments in the organizational environment of the studied companies, in addition to developing the systems in place to make them more effective in supporting the job rotation process.

5-3 Limitations

During the distribution of the study questionnaire to the participants, there were some incomplete answers due to the ambiguity of certain terms among some participants, which led to the existence of questionnaires that were not valid for analysis and did not fall within the framework of practical analysis.

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