

## Improving Efficiency of Organizational Performance: The Role of Human Resources in Supply Chains and Job Rotation Practice

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**Abstract :** Jordan Customs (JC) has been established to achieve objectives that must be consistent with the guidance of the wise leadership and its aspirations toward tomorrow. Therefore, it has developed several needed tools to provide a distinguished service to simplify work procedures and used modern technologies. A supply chain (SC) consists of all parties that are involved directly or indirectly in order to fulfill a customer request, which includes manufacturers, suppliers, shippers, retailers and even customer brokers. Within each firm, the SC includes all functions involved in receiving a filling a customers' requests; one of the main functions include customer service. JC and global SCs are evolving into dynamic environment, which requires flexibility, effective communication, and team management. Thus, human resources (HRs) insight in these areas are critical for the effective development of global process network. The importance of HRs has increased significantly due to the role of employees depends on their knowledge, competencies, abilities, skills, and motivations. Strategic planning in JC began at the end of the 1990's including operational strategy for Human Resource Management and Development (HRM&D). However, a huge transformation in human resources happened at the end of 2006; new employees' regulation for customs were prepared, approved and applied at the end of 2007. Therefore, many employees lost their positions, while others were selected based on professorial recruitment and selection process (enter new blood). One of several policies that were applied by human resources in JC department is job rotation. From the researcher's point of view, it was not based on scientific basis to achieve its goals and objectives, which at the end leads to having a significant negative impact on the Organizational Performance (OP) and weak job rotation approach. The purpose of this study is to call attention to re-review the applying process and procedure of job rotation that HRM directorate is currently applied at JC. Furthermore, it presents an overview of managing the HRs in the SC network that affects their success. The research methodology employed in this study was described as qualitative by conducting few interviews with managers, internal employee, external clients and reviewing the related literature to collect some qualitative data from secondary sources. Thus, conducting frequently and unstructured job rotation policy (i.e. monthly) will have a significant negative impact on JC performance as a whole. The results of this study show that the main impacts will affect on three main elements in JC: (1) internal employees' performance; (2) external clients, who are dealing with customs services; and finally, JC performance as a whole. In order to implement a successful and perfect job rotation technique at JC in a scientific way and to achieve its goals and objectives; JCs should be taken into consideration the proposed solutions and recommendations that will be presented in this study.

**Keywords :** efficiency, supply chain, human resources, job rotation, organizational performance, Jordan customs

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