

A Conceptual Study on the Relationship between Human Resources Practices on the Employee Performance in the Yemeni Telecommunication Companies

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Abstract

The main objective of the current study is to conceptualize a framework that contains relationships between Work Environment, Fairness, Secondment, Job rotation, and Mentoring as Human Resources Practices with Employee Performance in the Telecommunication Companies in Yemen. To achieve this objective, 30 respondents were selected to participate in a pilot study. The results of the current study shows that the framework that contain Work Environment, Fairness, Secondment, Job rotation, and Mentoring with Employee Performance showed a sufficient Reliability and Validity, as the results of the Cronbach Alpha of the items scale were all above 0.7, while the Pearson Correlation between the variables were all significant at the level of 0.05.

Keywords: *Human Resources Practices, Employee Performance, Telecommunication, Yemen.*

1. Introduction

Information is an important and essential management element and useful accurate information, which is also relevant, is required for planning and decision making. An information system is a collection of organized procedures which supports planning and decision making when implemented. In the last decade, there has been a massive rise in information technology (IT) growth which has brought about a revolution in hardware, software, data management and communication technology. It helps provide the necessary information. This development contributed to the evolution from simple commercial machines to enterprise resource planning (ERP) in 1960. This creation began with computer systems from a single program, for example the payroll, to a program unit comprising a variety of programs, like the Human Resource Information System. The Human Resources Information System is essentially a connection between human resources and IT through human resource systems; it is also referred to as the Human Resources Management

System (HRMS). This permits HR activities and procedures to occur (Mira et al., 2019).

In other words, a human resource information system (HRIS) can be seen as the way, by software, to support a variety of activities such as activities related to human resource, accounting, administration, and payroll for large and small organizations. A HRIS enables an organization, without having to assign a lot of resources, to manage their costs of human resources more efficiently and to handle and control them. In most cases, a HRIS can often contribute to increasing consistency and efficiency when taking human resource decisions. Decisions made can therefore improve quality. As a result, it will boost and increase the efficiency of employees and managers alike (Khashman & Khashman, 2016).

Every organization's human resource department is considered highly important for the whole business. The many roles provide the organization with a supporting background, ranging from trained and talented employees to training programs, staff enrichment opportunities and more. Since labor for most companies is the biggest cost, human resources allow businesses to extract the most benefits from this valuable element. However, departments

of human resources need to have the right resources and equipment in place to work optimally. An HRIS may be used within a department to boost the performance and outcomes of human resources employees and managers (Mira et al., 2019).

After introducing HRIS in an organization, there will be several benefits to take advantage of, these include Expedition by automation of recurring tasks. This includes enhanced capability for new positions opening to wide applicant pools. The ability to introduce higher selection criteria for many applications quickly. Reduction of paper and associated storage materials which also results in cost savings. Easy dissemination of revised organization policy and procedures documents. Open registration for benefits is simplified. Empowering staff to change information of benefits directly when changes happen. Improved organizational cooperation even though several company locations exist. Optimization of the software with focus on enforcement and immediate employee distribution. Reduction of errors in systems of payroll and knowledge bases for employees. Improved accuracy and monitoring time and attendance. Reduction of enforcement issues with warnings and automated reporting solutions. At last, the opportunity to take better informed decisions in real time by analytical and organization's data integration (Adelekan & Ojo, 2018).

Overall, the main objective of the current study is to conceptualize a framework that contains relationships between Work Environment, Fairness, Secondment, Job rotation, and Mentoring with Employee Performance.

2. Literature Review

2.1 Work Environment

An attractive and supportive working environment can be defined as a community that allows individuals to stay in a business and to function effectively. The aim of designing desirable workplaces is to create rewards for joining (recruitment) and staying with a business (retention). Additionally, positive working environments ensure workers perform well, make the full use of their experience, expertise, abilities, and tools to deliver high level of output. This is the operating environment interface and care quality. The workplace can be split up into two components, physical and behavioral. The physical environment includes elements which contribute to the ability of the office occupants to interact to their office environment physically. The behavioral environment comprises of components related to the interconnection of the office occupants and the effect on the individual's

actions of the workplace environment (Sutanto et al., 2018).

Work environment is a blend of many aspects, which form the environment of an organization when come together. These factors are setting of goals, workplace incentives, defined processes, performance feedback, role congruity, mentoring, resource availability and supervisor support. Together these factors influence an employee's efficiency. Therefore, it is very important that they are provided with proper working conditions to obtain better outcomes from the workers. Objective setting is an increasingly critical activity for each employee and workers tend to include themselves in the definition of priorities and success metrics. The judgement on these factors will easily be made by an informal consultation between the employee and their manager. It would make it easier for all workers to invest in their goals, ensuring that managers will do well to meet their objectives. It's also necessary to provide workers with a daily supply of decent work conditions (Wang & Dyball, 2019).

2.2 Fairness

Fairness involves acts, procedures and outcomes which are morally acceptable and truthful. Generally, the virtue of fairness sets moral expectations for choices involving others. Fair decisions are taken according to appropriate standards. Fair decisions are made accordingly (Auwens & Defourny, 2017). Generally speaking, a fair outcome is in which individuals get what they owe and what they deserve. Unfortunately, requirements to assess what a person deserves have not been decided. Various backgrounds and political philosophies have varying standards for substantive fairness, often inconsistent. Some claim that true fairness is equality (each person receives an equal share of benefits and burdens). Others assume the stronger criteria is merit (those who are most competent and who produce the most deserve the most). Others also claim that incentives should be distributed depending on need and burden of holding them. Such distributive justice theories cover effort-based resource allocation, social contribution, age and legal rights (Krishnan et al., 2018). Fairness requires managers to treat all managers equally, based on their abilities and qualities, and control similar situations similarly with consistency. Managers should make decisions on suitable criteria, without unfair discrimination or inappropriate prejudgment. Managers should never guilt or penalize employees for what they did not do, and suitably sanction employees who disrupt ethical responsibilities or laws. Managers must as well correct promptly and voluntarily institutional and personal mistakes. Managers must not take any unfair advantages of employees' mistakes. Lastly, managers must consider fully

the interests, perspectives, point of views and rights of every individual in the organization and handle judgments with open minded fairness. Carefully, they should collect and verify facts, provide critical individuals with a chance to discuss, evaluate and clarify the information (Swanepoel et al., 2016).

2.3 Secondment

There are various reasons to why it could be considered necessary for a secondment to take place. Firstly, secondment allows career development, growth, and expansion of a specific employees. Secondment is a chance to employees to learn more skills and enrich their experiences. It provides employees chances to work on various short-term projects. It provides potential cover for short term absences and it as well avoids redundancies. It enables employees to stay with their main employers and therefore, preserve certain benefits, e.g. pension schemes. When secondment is external, number of legal issues could occur. These issues will have to be covered using a detailed secondment agreement (O'Donoghue Jenkins & Anstey, 2017).

An individual employed in a big company will be seconded to a different section of the company. That is known as internal secondment. Internal secondment is much more informal, as it is unlikely to require a completely comprehensive secondment arrangement. The only unique questions that would need to be identified in an internal secondment are the secondment responsibilities, their supervisor, workplace and salaries and any extra costs and expenditures. It is essential that seconded employees should not completely integrate themselves into the host organization. This is to ensure the seconded employees are kept as employees of the original organization. For example, when the name of a secondee is listed on documents, personnel lists, etc., it must be transparent that the employee is a secondee and not one of the host organization's employee (O'Donoghue Jenkins & Anstey, 2017).

2.4 Job rotations

JR is a very strong tool for inspiring and improving workers' perspectives. JR is seen as the most critical productive factor mediated in the success of workers and organizations through work satisfaction and diversity of skills on performance of employees and effectiveness and efficiency of the organization. Since the industrial revolution, JR has operated as a method of promoting human experience, talents and skills. JR offers organizations an incentive in today's complex global workplace to navigate evolving mental contracts and workers' preferences for self-managed professions (Jocom

et al., 2017). Optimum organizational performance today requires policies for the development of human resources. Human resources are known to be the most important development factor, the biggest capital, the most competitiveness and the main expertise of organizations. Therefore, enhancing workforce productivity is the most efficient way to obtain strategic advantages in the new environment. JR is the key strategy for employment design and policy development of human resources with the ability to enhance job efficiency and employees' capability. Job rotation is the transfer of an employee to various departments, roles or locations side-by-side with the goal of supplying the staff with new experience, skills, ideas and perspectives to improve their professional growth (Sohail & Dhuha, 2021).

The job rotation could also be divided into internal and cross-function rotations. Within function rotation is given where an individual rotates in the same functional or organizational sector between occupations. On the opposite, cross-functional rotation generally requires a series of positions, often requiring an increasing number and level of duties (Taiwo et al., 2019).

2.5 Mentoring

Mentoring is the way in which individuals who are instructed to learn and develop skills can be helped by specific personnel who are guided, advised and provided continuing support to provide such help. DeForge et al. (2019) describe mentoring as a way of distributing knowledge, work or ideas which help one individual to the next (DeForge et al., 2019).

Al-Dubai et al. (2019) view mentors as individuals or leaders to prepare and guide others for best possible future results. They provide guidance to others on the acquisition of knowledge and skills in new jobs, providing technical and administrative guidance and even some initial solutions to problems of career progression, projecting business culture, shaping values and behavior (Al-Dubai et al., 2019).

2.6 Overview of the research model

In this study, the research conceptual framework consists of Employee Performance in the Telecommunication Companies in Yemen as a dependent variable; Work environment, Fairness, Secondment, Job rotation, and Mentoring as independent variable, as shown in Figure 1.

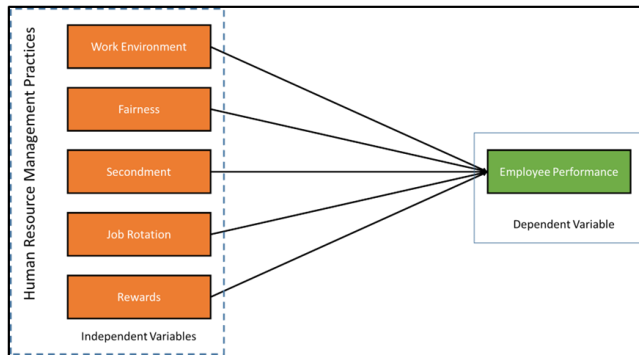


Fig. 1 Research Framework.

3. Research Methodology

In this study, the researcher will follow quantitative research methods. The researcher will select 30 respondents working in for one of the Telecommunications Companies in Yemen, as the objective of this study is to validate the research framework. The researcher will use SPSS to conduct the analysis.

4. Instrument Development

The development of instruments was meticulously carried out to represent the nature of this study. As such, the questionnaire was designed to include 42 items and the variables were measured using the five-point Likert scale, with five standing for Strongly Agree and one standing for Strongly Disagree. Due to the fact that the participants spoke Arabic, it was critical that the survey be accurately translated from English to Arabic. As a result, a reverse translation was conducted, which is a common method for determining the accuracy of a translation in a cross-cultural survey (Brislin, 1970)

5. Findings

The current study has assessed the proposed model in two steps: Reliability of the Scale and Validity Test.

5.1 Reliability of the Scale

The researchers conducted a pilot study to evaluate the consistency of the questionnaires before the distribution of the questionnaires. For the pilot study, the sample size used was 50 participants. 0.70 is known to be a good measurement for things to be considered reliable according to (Nunnally & Bernstein, 1994). Sekaran and Bougie

(2016) stated that the value of Cronbach alpha should be about 1.0 in order to increase reliability. In addition, reliability values below 0.60 are known as unreliable, whereas reliability values are the ones which fall within 0.70. Those values which are over 0.80 are known to be extremely accurate (Sekaran & Bougie, 2016).

Therefore, 0.70 needs to be achieved before the researcher can continue the analysis by using the instruments. As seen in the below table, the Cronbach alpha is more than 0.70 in all of the variables applied to this model. Thus, there is no issue with continuing the questionnaires distribution and using existing instruments (questionnaires). Table 1 shows the results of the pilot test.

Table 1: Results of The Pilot Test

| <i>Factors</i> | <i>Cronbach's Alpha</i> | <i>No. of Items</i> | <i>Items Deleted</i> |
|------------------------|-------------------------|---------------------|----------------------|
| 1-work environment | 845 | 7 | - |
| 2-fairness | 841 | 7 | - |
| 3-secondement | 816 | 7 | - |
| 4-job rotations | 835 | 7 | - |
| 5-mentoring | 864 | 7 | - |
| 6-employee performance | 828 | 7 | - |

5.2 Validity Test

Criterion-related validity reflects the success of measures used for prediction or estimation. To achieve the validity of the research model, the researcher will utilize Pearson Bivariate Correlation using SPSS 26.0 (Cooper & Schindler, 2014). The Pearson correlation coefficient is a standardized measure of covariance. Covariance coefficients retain information about the absolute scale ranges so that the strength of association for scales of different possible values cannot be compared directly. Researchers find the correlation coefficient useful because they can compare two correlations without regard for the amount of variance exhibited by each variable separately (Zikmund et al., 2013). According to Pallant (2016), the Sig. value, which is less than 0.05 in the correlation test means there is a relationship between the two variables, and statistically shows significant unique contribution to the equation (Pallant, 2016). Table 2 shows the value of Pearson Bivariate Correlation alongside the significance of the association between the variables, which highlights the validity of the research model of the current study.

Table 2: Pearson Bivariate Correlation Results

| <i>Correlations</i> | | | | | | |
|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | <i>WE</i> | <i>FA</i> | <i>SE</i> | <i>JR</i> | <i>ME</i> | <i>EP</i> |
| | | | | | | |

| | | | | | | | |
|--|---------------------|--------|--------|--------|--------|--------|--------|
| WE | Pearson Correlation | 1 | .702** | .672** | .589** | .534** | .476** |
| | Sig. (2-tailed) | | <.001 | <.001 | <.001 | <.001 | <.001 |
| | N | 250 | 250 | 250 | 250 | 250 | 250 |
| FA | Pearson Correlation | .702** | 1 | .660** | .574** | .527** | .585** |
| | Sig. (2-tailed) | <.001 | | <.001 | <.001 | <.001 | <.001 |
| | N | 250 | 250 | 250 | 250 | 250 | 250 |
| SE | Pearson Correlation | .672** | .660** | 1 | .487** | .462** | .592** |
| | Sig. (2-tailed) | <.001 | <.001 | | <.001 | <.001 | <.001 |
| | N | 250 | 250 | 250 | 250 | 250 | 250 |
| JR | Pearson Correlation | .589** | .574** | .487** | 1 | .629** | .656** |
| | Sig. (2-tailed) | <.001 | <.001 | <.001 | | <.001 | <.001 |
| | N | 250 | 250 | 250 | 250 | 250 | 250 |
| ME | Pearson Correlation | .534** | .527** | .462** | .629** | 1 | .565** |
| | Sig. (2-tailed) | <.001 | <.001 | <.001 | <.001 | | <.001 |
| | N | 250 | 250 | 250 | 250 | 250 | 250 |
| EP | Pearson Correlation | .476** | .585** | .592** | .656** | .565** | 1 |
| | Sig. (2-tailed) | <.001 | <.001 | <.001 | <.001 | <.001 | |
| | N | 250 | 250 | 250 | 250 | 250 | 250 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

here is that employees' perceptions of distributive, procedural, informational and interpersonal fairness parameters are highly associated or determine their satisfaction on the performance appraisal practices of their institution. Accordingly, the total perception responses of the participants on the overall fairness parameters found to be significantly and highly correlated with performance appraisal practices except distributive fairness, are found to be significantly correlated with the performance appraisal practices (Getnet et al., 2014).

Askari et al. (2020) studied the impact of teamwork on an organization's performance, considering a cooperative game's framework. The results revealed that the collaborative coefficient (CC) is a key factor in increasing productivity and improving the efficiency of an organization in the long run. The collaborative coefficient is a new concept in teamwork that has rarely been considered in scientific research. The results could be used for decisions related to employees (such as promotion, transition, firing, and secondment), analysis of training requirements, employees' development, and research and plan valuation (Askari et al., 2020).

Sohail and Dhuha (2021) undertaken a study to know the effect of Job rotation on performance. This research is concluded by acknowledging the positive effect of Job rotation on the performance of the employees from manufacturing industries (Sohail & Dhuha, 2021).

6. Discussion

The purpose of this study is to validate a conceptual framework of Employee performance in Telecommunication Companies in Yemen, by studying the reliability and validity of research instrument that includes work environment fairness secondment job rotations mentoring on the Employee performance in Telecommunication Companies in Yemen. The research applied the quantitative method on a 30 items questionnaire. The researcher found that all of the constructs scored a sufficient Cronbach Alpha level above 0.7 for the first 30 respondent, which means that the instrument is reliable and the conceptual framework is valid for further empirical study.

These findings were inconsistent with the literature. For instance, agreeing with the current study results, the study of Bhatti et al. (2021) aims to purpose the role of the work environment towards employees' performance in Pakistan's health sector. The resulted in a positive and significant effect of an organizational learning culture, supervisor support on employees' performance (Bhatti et al., 2021).

In addition, Getnet et al. (2014) conducted a study to assess the effect of employees' fairness perceptions on their satisfaction towards performance appraisal practices in the University of Gondar. The underlying assumptions

7. Future Recommendations

This research was surrounded with many limitations that deserved to be addressed in this study. The current study did not consider all types of companies, while it mainly focused on Employees of the Telecommunication Companies in Yemen. The sample of the current study was limited only for the Employees of the Telecommunication Companies in Yemen. This study was conducted during a short period of time, redoing the same study with the same framework for longer period of time would enhance the results. This study was limited to a single mode of research methods, which was the quantitative research methods. This study was limited geographically to one country only, namely, Yemen. Finally, this study was only limited to reliability and validity tests, therefore, an empirical study using wider sample size would be a great addition to the body of literature in the future.

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