



Impact of Job Rotation on Organizational Performance

Austin O. Oparanma^{1*} and Lawrence I. Nwaeke¹

¹Department of Management, Rivers State University of Science and Technology, Port Harcourt, Rivers State, Nigeria.

Authors' contributions

This work was carried out in collaboration between both authors. Author AOO designed the study, wrote the protocol, and wrote the first draft of the manuscript. Author LIN managed the literature searches, analyses of the study performed the spectroscopy analysis. Both authors read and approved the final manuscript.

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ABSTRACT

This paper attempts to examine the effects of job rotation and employees' performances in business organizations. It was mainly concerned with assessing, evaluating, and ascertaining the overall impact of job rotation on productivity, improvement of skills, talents, and correction of irregularities. The article reveals that; there is a significant and favorable relationship between job rotation and an employee performance. That the skills and knowledge acquired from a job rotation enhances productivity, and that job rotation assist even management in detecting and correcting wrongs. Base on these, it is recommended that job rotation should be practiced and management should build a viable and up-to-date internal control system, and that employees found wanting in wrong acts should be punished accordingly.

Keywords: Job rotation; effectiveness; efficiency; performance; organization.

*Corresponding author: E-mail: okachi@yahoo.com;

1. INTRODUCTION

Obviously, no organization has a choice of whether to train employees or not, the only choice to be made is the method to be adopted in the training and retraining process especially in the business. It follows that there are quite a number of training development programmes which are available to be adopted by an organization to increase employees' skills, talents, and knowledge. Onosode [1] believes that the most benefiting impact of productivity would be possible if the most effective method of work is applied. These training methods are meant to motivate, enlighten, update, acquaint and educate workers on what to do thereby ensuring efficiency in the operation of an organization. Among the various techniques available to the management of an organization is the pattern that makes it possible to move employees from one department unit or position to the other from time to time, to acquire knowledge and skills of what is obtainable in other areas of the work [2]. This type of training is referred to, in technical term as job rotation. Thus, an employee who must have undergone a complete job rotation training programme in a given organization, would not only have mastered the entire operational process, but must have gotten enough experience to train others or to manage the firm in a long-run.

Job rotation programme enables a worker to make a career in a work place and stand the chance of climbing the leadership ladder to the top. That is, gaining promotion from one level to another based on his competency, efficiency, productivity, and effectiveness in the performance of a given task. Adequate, comprehensive, up-to-date and the right training, therefore, becomes panacea to a smooth operation in an organization which enhances and aid management in executing policies, and programmes. Adage & Brief [3] buttressed further on the importance of job rotation as a training device when they stated that organization that develop corporate manpower plans without adequately developing and training people to move through various positions is not really managing and planning careers, although available resources in terms of personnel, time, money, technology and the like play a significant role in the choice of training programme. In the same vein, [4] pointed out that one of the best training devices to an organization is rotation. This training indeed, when completed is expected to enhance a worker's performance and productivity in companies.

2. JOB ROTATION

Job rotation is an aspect of training undergone in an organization involving both managers and non-managers. It occurs when employees are moved from one job, department, or task to another after spending sometime in a particular job, task, assignment, or department with a view of enabling the employees to acquire more skills, talents and knowledge. In a way, job rotation is influenced by coordination and is meant to broaden ones outlook, knowledge, skill, and contact. In defining job rotation, [2] says it is a training device that makes it necessary to move the trainee from one department or unit to another. Therefore, that job rotation or rotation of job consists of job being operated or undertaken within a specify period of time by an employee and later, a provision is made given an opportunity to another employee. To mount and take charge of that particular job according to him, job rotation is considered as one of the best methods or devices in an organization because; it is a training device that if well implemented will improve the workers' performances, and at the end of the training programme, the employees would become rich both in knowledge and in skill, especially as it concerns the organization's work process.

In support of the above view, [5] referred to job rotation as the best type of training which is designed to familiarize the employee with the details of the many positions that may be available to the employees. Still in consonance with this, [6] states that it is a management trainee, the workers or employees may be shifted from one department to another to gain a diversity of experience. It has been called the most effective way of providing for the growth and development of people in organizations; also to other industrial sectors and even adopted in service oriented industries such as schools, hospital, banks, offices and the like.

2.1 Enriching the Job via Job Rotation

Job rotation enables a worker in an organization to know and be equipped with the rudiments of the entire job process thereby making him versatile and competent to handle any task given to him under little or no supervision. The outcome of the movement from one job to another has two symbolic effects on the life of the workers and those effects are: (a) the workers would familiarize themselves with the

various aspects of the operation of the firm. In this case, versatility comes into play making a worker to be abreast with the entire process of work and operation. (b) The workers will unconsciously acquire variety of skills, technical-know-how and knowledge of various units and department of the firm. A worker having undergone the process would have undertaken responsibilities, gotten a wider scope and met several challenges. An enterprising worker needs a job that will provide the greatest scope for his abilities, talents, and the best opportunity for growth and superior performances. The essence of job rotation in an organization is to minimize or remove completely the dreaded burden originating from repetition and monotonous jobs resulting from over specialization. In explaining this, Adage & Brief [3] says that young workers trapped in dull monotonous routine jobs will not continue to perform as management desires.

In the view and opinion of [7], job rotation in a company is the practice of building motivation factors into job content. He went further to highlight some principles and motivational values surrounding job rotation. Despite the merits of job rotation, there are anticipated drawbacks associated with the design and methods. As noted, job rotation entails increasing of job variety, task and responsibility of course, the lesson too much of task assignment could be detrimental to the individual and the organization. Baridam [7] outlines some pitfalls or short-coming when he says that it is important not to give a worker an assignment that is either too easy or too difficult as will be expected. Job rotation can only succeed with a worker who has higher regard for achievement, growth, and recognition. It is believed that it works better for people who value autonomy, growth and responsibility.

2.2 Job Enlargement through Job Rotation

Job rotation involves horizontal loading of the job. Basically, it is intended to reduce a worker's dissatisfaction since there will be an increase of task each worker performs. Griffin [8] argues that job rotation gives each worker more activities to perform by stretching the process. It is expected that by enlarging the job, the employee will be motivated. There are four major ways to enlarge a job viz: (1) Challenging the employee, the emphasis on asking employees to work up to

their potentials. Obviously, this will work out only when other aspects of the jobs are as well changed. (2) Replacing difficult, repetitive, and boring task by machines and equipments where possible to enhance efficiency. This will give the employee the more interest aspect of the job of just manipulating and controlling. (3) Assigning more tasks or operations to the job. This is less monotony and more variety. (4) Using job rotation to allow the employee to learn new skill and to engage in a variety of tasks [9].

2.3 Job Performance

Literally, performance simply refers to act of doing something, such as a piece of work, task or duty. It also refers to the execution of an order, concerning a given job, task or assignment. Performance may be interpreted to mean making things happen the way you want it, when you want it and how you want it to happen. From the aforementioned therefore, it can be deduced that performance consists of two or more variable viz: an individual's ability to do or carry out a given task, job, duty or assignment, and the effort of the individual in doing or carrying out the task, job, duty or assignment.

The necessary support given to the individual in the execution of the job, in his expectancy theory of motivation, Vroom, as reported in [10], explains further on performance. Looking at it from two models, the essential elements lighted in this theory is that people will be motivated to doing things to achieve some goals to the extent that they expect action on their part will them achieve the goals. According to Vroom in Awojo [4], who hypothesized that, employee job performance is a junction of the interactions between forces to performance or motivation ability. Apart from the differences that existed between the two theories in terminologies, the only difference is the inclusion or addition of role perception by the theory postulated by Porter and Lawler. They hypothesized that performance is an exerted effort, motivation or ability and role perception. Therefore, job performance relates to a situation where a worker is charged with the responsibility of doing or carrying out a piece of task, job, duty, or assignment following a specific direction, procedure order or instruction by management or a superior and the worker is able to do it accordingly within a given time frame or period.

2.4 Job Rotation as an Internal Control System

An internal control system is seen as a whole system of controls, financially and otherwise, established by the management in order to carry out the business of the enterprise in an orderly and efficient manner to ensure adherence to management policies, safeguard the assets and secure as far as possible the completeness and accuracy of the records. It provides assurance to management of the dependability of the records, process and procedures in informed decision making [11].

Internal control is an indispensable aid to efficiency management particularly in large scale business enterprises. Its scope is company-wide and embraces such varied activities as employee training programme, internal audit, statistical analysis, quality control and production scheduling. It consists of all measures employed by a business for the purpose of safeguarding its resources against waste, fraud, and inefficiency. It also promotes accuracy and reliability in accounting and operating data, encouraging and measuring compliance with company policy. Finally, judging the efficiency of operations in all divisions of the business, job rotation is one of the methods or means through which management can achieve the stated targets using competent and trustworthy personnel with clear lines of authority and responsibility. By moving or transferring employees from one department, job position, and line of duties to another, it assists management to check the activities and performance of workers [12].

3. CONCLUSION

It is conclusive to say that job rotation affects the employees' job performances positively, significantly and favorably in businesses. Job rotation should be married and made to work in consonance with other factors like quality of job, attitude of employees to the job, time spent on the job, better remuneration and motivation and other related matters which influence employees and performance in order for the firm to operate optimally. The process of job rotation enables employees involved to acquire more skills, knowledge and talents on the job and that entire process and retraining of workers in order to get the best out of them.

Maximum productivity can only be attained when workers are adequately and properly trained and motivated. Management strives to avoid waste, loss of time and resources, production of substandard products, disruption in the production process, labor unrest, breakdown of machines and equipment in its operations. Job rotation aids and assists management in handling those issues by identifying and correcting errors, irregularities, personnel collusion, safeguarding assets and maintaining a sustainable internal control system. In view of this, one concludes that job rotation contributes immensely in a positive and favorable manner to employees' performances in a given place.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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