



Office Job Rotation and Employee Satisfaction of Rivers State-Owned Tertiary Institutions

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Abstract: *This study investigated the relationship between office job rotation and employee satisfaction in Rivers State-owned tertiary institutions. The target population of this study encompasses all academic staff of the four (4) Rivers State-owned tertiary institutions. These institutions are: Rivers State University, Ignatius Ajuru University of Education and Port Harcourt Polytechnic, Kenule Beeson Polytechnic, Bori and Captain Elechi Amadi Polytechnic Rumuola. Leaning on the records sourced from this institution's Establishments Unit, the population of this study was 4,906. The sample size of 370 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of this study confirmed that there is a significant relationship between office job rotation and employee satisfaction in Rivers State-owned tertiary institutions. The study thus recommends that tertiary institutions should*

Keywords: *Office Job Rotation, Employee Satisfaction, Cognitive Satisfaction, Affective Satisfaction.*

INTRODUCTION

Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghard, 2003). Employees' satisfaction is considered as all-around module of an organization's human resource strategies. According to Simatwa (2011) Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment

structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect. Job satisfaction means pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011).

Employee satisfaction can depend on several factors one of which being job rotation. Ostroff and Kozlowski (1992) showed that job rotation allows information sharing and specialization, which leads to a more knowledgeable workforce and better task performance, which boosts employee productivity. Job rotation allows employers to meet many HR goals and meet client needs. Zeira (1974) suggests that job rotation is an important way to boost employees' task commitment and job involvement and help organizations run smoothly, which boosts productivity. Employees rotate between jobs at set times. Malinski (2002) considered job rotation one of many workplace learning tools.

Therefore, this study examined the relationship between office job rotation and employee satisfaction of Rivers State-owned tertiary institutions.

Specifically, this study was also guided by the following objectives:

- i. What is the relationship between office job rotation and affective satisfaction of Rivers State-owned tertiary institutions?
- ii. What is the relationship between office job rotation and cognitive satisfaction of Rivers State-owned tertiary institutions?

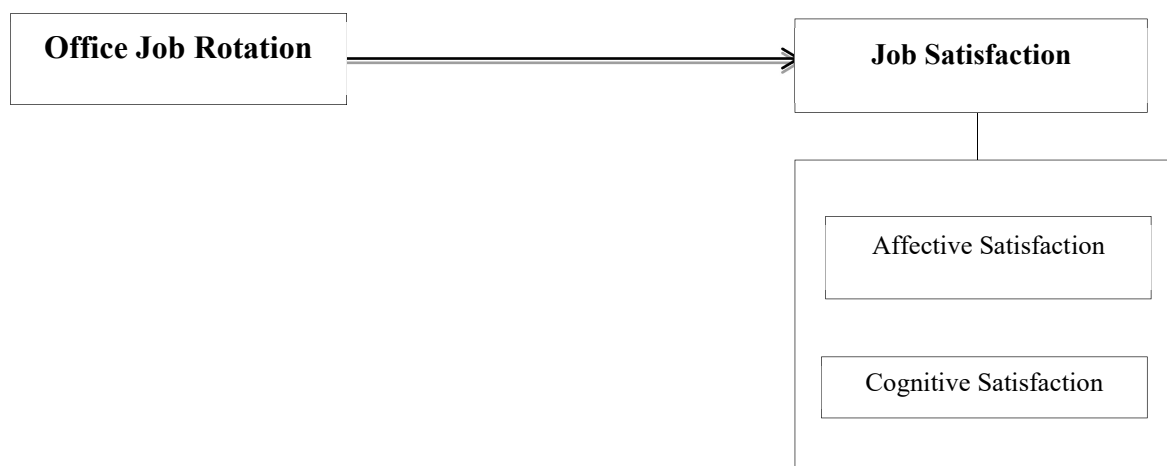


Fig.1 Conceptual Framework for the relationship office job rotation and employee satisfaction

Source: Author's Desk Research, 2022

LITERATURE REVIEW

Office Job Rotation

Job rotation is process in which individuals are moved from side to side of scheduled assignments, designed to give them a comprehensive variety of exposure and increase their skill base. Job rotation certainly helps the organizations to be more competitive because workers are motivated and having range of skills to accomplish all kind of tasks which intensifies their performance. By applying this device, the capacity pool that a company owns is increased and the employees can move from strength to strength, building a win-win circumstances for themselves and the firm. Ortega (2001) argued that job rotation as likened to specialization can improve the organizational learning in the atmospheres when employees have little information about the tasks to be accomplished.

Job rotation offers workers the chances to acquire new skills and perfects the novel ways of performing the tasks and embracing the new techniques. This is seen to have the capacity to influence the employees to be more driven, contented and dedicated to their duties because they feel that the management trusts them and care for them by plummeting the effect of boredom and increasing the interest of employees. However, after eradicating boredom and making the work more fascinating and challenging, employees have a tendency to perform well at their apportioned tasks (Naqvi, Ishtiaq, Kanwal & Ali, 2013). Job rotation has a positive effect on the employee's motivation because employees perceived that certain rewards will be granted to them for performing well on new assigned tasks so they try their best to perform well in the organization by learning new skills and implementing these skills while performing the assigned task. It increases workers performance and also enhances the organizational productivity. Management while designing the jobs should focus on ensuring that job design is complemented with motivation and some rewards for employees (Onimole, 2015).

An essential characteristic of job rotation is in its innate aptitude to stimulate organization learning. Ortega (2001) argues that job rotation indeed can support organization learning better than specialty in environments where there is little information about the comparative import of different job tasks. With the benefits that accumulate from organizational learning, it means that job rotation is an essential aspect of job designs. According to Allwood and Lee (2004), job rotation plays a significant role in increasing the ability of workers to develop problem solving skills. Jaturanonda, Nanthavanij and Chongphaisal (2006), emphasized that some factors that may influence the decision of organizations in determining how jobs could be rotated are the restructuring of the organization and the frequent re-organization of workers-job tasks.

Job rotation is a known process that helps to elaborate job related tasks that facilitates employee training and influence the rotation of an employee from one job role to another in a bid to facilitate enhancement of knowledge as they undertake different tasks. Job rotation is a process that permits the rotation of individual from a specific job to another in a calculated way

(Durai, 2010). Cosgel and Miceli (1999) argue that it should only be applied when the incremental benefits of its applications outweigh the benefits of work specialization. This means that it is necessary to carry out a cost benefit analysis before using this kind of job redesign and it should only be applied where it is rational to do so. Ali and Aroosiya (2013) noted that job rotation offers greater valuable benefits because it allows employees to have an insight on the operations and management of the organization.

Measures of Job Satisfaction

Affective Job Satisfaction

One of the increases or key indicators of employee job satisfaction is affective. The affective component of attitudes account for the feelings or emotions employees associate with their jobs or attitude object as well as the valence of those feelings (Bagozzi, 1978). Positive affective (PA) reflects the extent to which a person feels enthusiastic, active, and alert.” (Watson, Clark, & Tellegen, 1988, p. 1063). It is sometimes described as enjoying life and feeling fully engaged (Weiss & Cropanzo, 1996). High PA individuals tend to be extroverted, outgoing, and energetic (Watson, Clark, MacIntyre & Hamaker, 1992; Yik & Russell, 2001). Not surprisingly, these individuals also display more social behavior (Watson et al., 1988) as PA has been linked to extroversion (Watson et al., 1992). Individuals high in PA also tend to be more satisfied with work and life in general as well as being sensitive to the frequency of rewards, suggesting they may orient towards the positive aspects of life (Watson et al., 1988).

Conversely, individuals high in negative affect (NA) are generally uncomfortable or otherwise orient towards life’s negative aspects (Watson & Clark, 1984). NA reflects the extent to which people experience “a general dimension of subjective distress and unpleasant engagement” that may take the form of many emotional states, “including anger, contempt, disgust, guilt, fear, and nervousness” (Watson et al., 1988, p. 1063). People high in NA report more physical complaints (Schaubroeck, Ganster, & Fox, 1992; Watson 1988a), as well as more stress (Brief et al., 1988; Schaubroeck, Ganster, & Fox, 1992; Watson 1988b). These findings indicate that “high NA individuals may view their lives as a series of stresses or hassles, regardless of what actually happens to them” (Watson, 1988b, p. 1028).

Cognitive Satisfaction

Cognitive is a major indicator or sub-variable of employee job satisfaction. While affective is an important part of job satisfaction, cognitions play a significant role as well. Cognitions are often characterized as the content of thoughts or beliefs about an attitude object or statement of fact in question, usually in comparison to a standard or expectation (Bagozzi, 1978; Campbell, 2000; Crites et al., 1994; Organ & Near, 1985; Weiss, 2002b; Weiss & Cropanzano, 1996). For example, if an employee expects a certain level of autonomy in the way he/she works and is being micromanaged, the discrepancy between expected and perceived autonomy may lead to thoughts of dissatisfaction. They may be thought of as the rational, calculating part of attitudes that rely on unemotional comparisons (Hulin & Judge, 2003).

Office Job Rotation and Employee Satisfaction

Job rotation is rooted in the position employees occupy in an organization it can be seen to encourage employees to become more versatile and resourceful as well as allows employers to understand the strength and weakness of individual employees (Eriksson & Ortega, 2006). The global economy has been influenced by the modern society in which the business community is entering the phase where knowledge create competitive advantage for specifically organizations that can develop and possess it as a plan of action. According to Farzad (2006), most firms no longer view employees as a resource whose primary function is to provide goods and service but rather are seen as critical to their aptitude for providing quality services and their ability to grow and evolve continuously. More so, there is the need for firms to evolve action plans that enables them to transfers structural knowledge from experience or highly qualified employees and managers to new entrants. Job rotation from this perspective can be seen to be very important for organization to serve-up as a best-fit approach to facilitate succession planning and management improvement. In supporting these views, Collinson (2001), opine that job rotation is a good technique needed in organization and knowledge development to the front line employees in a bid to make them more equipped to improve their skills and abilities.

Malinski (2002) posits that Job rotation is a workplace important working tools. There has been an acknowledgement in business and human resources management literature that job rotations usually involve employees at the same level of accountabilities within a particular organization for a determined period of time (Earney & Martins, 2009). It is very imperative to disclose that job rotation is a technique that facilitates both training and labour market actions targeted at empowering new labour entrants in an organization.

Ortega (2011) on the study of effects of job rotation on performance found out that, rotation of job can encourage learning of institution as compared to specialization in situation where there is slight information regarding the virtual dissimilar job responsibilities import. The study also found out that, having the profit that accumulates from learning of institution, rotation of job is a crucial job designs aspect. The study recommended that, properly designed and executed job rotation must be established so as to get better employee's capacity resulting to improved job productivity as well as performance.

Ostroff and Kozlowski (2012), on the study of effects of job rotation on employee performance found out that, rotation of job facilitates socialization and information sharing and this result in an extra knowledgeable base of employee and the resulting outcome is that workers assume their responsibilities much better consequently improving productivity of place of work for the workers collectively as well as individually. A study on the rotation of job impact on performance of employee found out that, rotation of job is a significant system of supplementing job involvement and task commitment of employees and by itself plays a significant function in easing usual performance of institutions thus aiding compel effectiveness as well as efficiency, that eventually result to improved productivity of work place (Zeira, 2010).

From the foregoing point of view, we hereby hypothesized thus:

- H₀₁:** There is no significant relationship between office job enlargement and affective satisfaction in Rivers State-owned tertiary institutions.
- H₀₂:** There is no significant relationship between office job enlargement and cognitive satisfaction in Rivers State-owned tertiary institutions.

METHODOLOGY

The target population of this study encompasses all academic staff of the four (4) Rivers State-owned tertiary institutions. These institutions are: Rivers State University, Ignatius Ajuru University of Education and Port Harcourt Polytechnic, Kenule Beeson Polytechnic, Bori and Captain Elechi Amadi Polytechnic Rumuola. Leaning on the records sourced from this institution's Establishments Unit, the population of this study was 4,906. The sample size of 370 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Table 1: Correlations Office Job rotation and the Measures of Employee Job Satisfaction

			Office Rotation	Job	Affective Job Satisfaction	Cognitive Job Satisfaction
Spearman's rho	Office Job Rotation	Correlation Coefficient	1.000		.899**	.834**
		Sig. (2-tailed)	.		.000	.000
		N	251		251	251
	Affective Job Satisfaction	Correlation Coefficient	.899**		1.000	.856**
		Sig. (2-tailed)	.000		.	.000
		N	251		251	251
	Normative Job Satisfaction	Correlation Coefficient	.834**		.856**	1.000
		Sig. (2-tailed)	.000		.000	.
		N	251		251	251

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

Ho₁: There is no significant relationship between office job rotation and affective satisfaction in Rivers State-owned tertiary institutions.

The correlation coefficient (r) shows that there is a significant and positive relationship between office job rotation and affective satisfaction. The ρ value 0.899 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between office job rotation and affective satisfaction in Rivers State-owned tertiary institutions.

Ho₂ There is no significant relationship between office job rotation and cognitive satisfaction in Rivers State-owned tertiary institutions.

The correlation coefficient (r) shows that there is a significant and positive relationship between office job rotation and cognitive satisfaction. The ρ value 0.834 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between office job rotation and cognitive satisfaction in Rivers State-owned tertiary institutions.

DISCUSSION OF FINDINGS

The finding revealed that there is a significant relationship between office job rotation and employee satisfaction in Rivers State-owned tertiary institutions. This finding corroborates Tarus, (2014) who examined the effects of job rotation as a strategy of high performance workplace in Lake Victoria North Water Services Board in Kenya and found that job rotation significantly predicted high performance workplace ($\beta=0.38$, $CR=5.938$, $p < 0.05$) thereby supporting prior research. Similarly, the finding agrees with Johnson and Kalio, N. (2018) who investigated the relationship between job rotation and the quality of work-life of employees in selected manufacturing companies in Port Harcourt Nigeria and found revealed that job rotation significantly enhances the quality of work life of the employees; this is based on the evidence from the significant associations between job rotation and the quality of work life of the employees. Likewise, Ekanem, Umeh and Okeke (2022) examined job rotation and employees performance in public sector (a study of Chukwuemeka Odumegwu Ojukwu University) and also found that Skill diversity has significant effect on employee performance in public sector. Innovation has significant effect on employee performance in public sector. Self-efficacy has significant effect on employee performance in public sector. Training also has a positive significant effect on employee performance.

Moreso,

CONCLUSION AND RECOMMENDATION

This study therefore concludes that office job rotation significantly influences employee satisfaction in Rivers State-owned tertiary institutions. Implying that office job rotation, which is

a strategy that involves moving employees to different roles or departments within an organization, can be an effective way to increase employee satisfaction. This is because it can provide employees with the opportunity to learn new skills, gain new perspectives and experiences, and interact with different people. This can lead to increased job satisfaction, motivation and engagement in the work.

The study thus recommends that tertiary institutions should implement office job rotation by developing a clear process for selecting employees for job rotation positions. This process should take into account factors such as the employee's skills, experience, and career goals. It's also recommended to have a clear communication plan in place to keep employees informed about the changes and to provide them with any necessary training or resources to perform the new tasks. Additionally, it is important to have a clear evaluation process in place to determine the effectiveness of the job rotation strategy on employee satisfaction.

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