



Job Rotation and Organisational Performance: A Tool for Competitive Edge

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***Abstract:** In the corporate palace, the concept of job rotation has to a very large extent be undermined by organisations, managers and business owners, especial in recent times that nepotism and favouritism has become the order of the day. It is however, painful to note that while organisations spend heavily to train and retrain their staff, job rotation would have been a very easy and cost saving medium through which organisation can conveniently train their staff by moving them from one job point to another and ensuring that such rotational order is carried out in a fair manner. However, businesses still suffer and spend so much partly because many of the owners don't even understand the benefit associated with job rotation and partly, because managers of businesses that actually know and understand job rotation, mostly use it as avenue to favour their own selected few at the expense of the business. This negative impact is usually felt whenever the selected few have reasons to accept employment offer from another organisation. Therefore, job rotation should be clearly defined and staff at all level be made to know through schedule, when they are to be moved from one job post to another. By so doing, any manager or supervisor that wanted to do otherwise, can quickly be called to order, as this remain a reasonable tool, designed to train staff, giving them the required knowledge to carry out their work effectively and above all, save cost to the organisation.*

Keywords: Job, Job rotation, organizational Performance.

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1.1 Background of the study

As a result of the increasing nature of the knowledge requirement of organisations to enable them function, compete favourably and also gain competitive edge, organisations therefore, explore many modalities to achieve the aforementioned. While some of the modalities have high cost implications, others are very moderate, while yet others are completely free of cost. Such modality that is completely free of cost is what can be referred to as Job Rotation. As noted by Saravani and Abassi (2013) One of the most effective methods for developing the horizon of employees is job rotation, especially human resource empowerment. Furthermore, the constant changing nature of the work environment, generally, demand from businesses and the management team to always as a matter of necessity to equally respond in a quicker manner in order to keep the organization operational and more importantly, competitive. Many decades ago, the proponents of Economics, like Adams Smith advocated for division of labour, which allow employees to settle with doing a particular job, with the end target of boasting productivity. However, doing the same job over and over doesn't only make the work unpleasant, but also bring about bored. Administrative work, since it is routine work, could easily lead to boredom, and people working in administrative roles are more likely to become bored and dissatisfied in their jobs (Adams, 2011). As times passes, and especially in recent times, this notion of doing the same thing in the name of division of labour, has been questioned, especially, following the volatile nature of the general environment. As noted by Zehra (2015), with the passage of time, the performance factors have become challenging and demanding in context to contemporary organizational framework, due to increased competition and uncertain nature of the corporate sector. While the aforementioned brings about work monotony, the absence of that staff who may have become specialist in that position or line of duty, will definitely cause discrepancy which will equally affect the entire business or institution generally. To address these issues, many institutions and management teams have decided to adopt what is known as job rotation. Furthermore, with the advancements of technology and increased customer focus on quality services, in the current era of globalization and competition, it has become significantly important for the employers and businessmen, to demonstrate the true implication of desired results and outcomes Zehra (2015).

1.2 Statement of the problem

Attaining competitive edge, has remain the main stream battle between organisations from time immemorial. Many organisations, somehow, attained it but sustaining it becomes the issue. One of the yardsticks through which, organisations can attain and sustain competitive advantage is through job rotation. Furthermore, with the advancements of technology and increased customer focus on quality services, in the current era of globalization and competition, it has become significantly important for the employers and businessmen, to demonstrate the true implication of desired results and outcomes. Here, the performance factors are considered as an important concern, in terms of obtaining the maximum benefits from the employees and workforce in any organizational framework (Eriksson and Ortega, 2006). However, the formulation and implementation of job rotation, has been an issue to organisations, to the extent that most of these organization that believe to practice job rotation are in fact, creating more problems to the organization than solving any. Job rotation has been turned to a tool through which, management members carry out their favouritism at the expense of the organization generally. For personal and private gains, employees are moved out from places they are more competent to place where they are practically redundant, while been replaced with those that are in the camp of those saddled with the responsibility of managing the organization. When the aforementioned becomes real, employees are hardly or never moved again, and this becomes a problem in the organization

1.3. Significance of the study

It is of essence for every study to specify its importance. This is largely to provide the platform on which end users or beneficiaries will actually ascertain the knowledge to be extracted from it. It is upon this that the following significance are listed for the current study.

1. To make organisations and individuals appreciate the concept of job rotation with clarity.
2. To provide knowledge of the concept from a different perspective to business owners and managers
3. To serve as reference to researchers and even students on project work

2.1 Literature review

While implementing the concept of job rotation, many business actors have not tested the true and positive impact of it. The meaning on the other hand, some scholars have streamlined insight to that effect. For instance, Job rotation is just one of the many workplace learning tools (Malinski, 2002). Nwachukwu (1988) promulgated that job rotation is a training device that makes it necessary to move the trainee from one department or unit to another. According to Bennett (2003), job rotation is a planned replacement of employees among various jobs within a period of time in order to enhance skills and job independence and results in increasing motivation, job performance and productivity. Similarly, Gomez, Lorente & Cabrera (2004) define job rotation as the working in varying posts or situations at time periods which are categorized on a range of individual knowledge, skill and capability of employees. Job rotation can be seen to promote employee learning (in that it makes employees more versatile) as well as employer learning (employers learn about individual employees strengths through rotation) (Eriksson and Ortega, 2006). However, it has been suggested that rotation is better at building some skills over others; for example, it improves knowledge about the organization more than technical expertise. (Campion et al., 1994). The evolving work environment, that has equally affected the totality of work activities, thereby making some organisations very vulnerable to employee turnover, can be surmounted through the implementation of job rotation. In contemporary time, it has become more danger than ever, allowing some selected employees to be the 'knowledge bank' (that is, possessing the skill that is required to carry out the task, that is hardly or not known by other organization members) of certain skills. The danger is that, if such employees finds greener pastures and see enough reason to quit the current job, it becomes an issue of concern to the entire organization. Consequently, to be on a safe side and not to feel that negative impact, job rotation, becomes the way out. In this context therefore, job rotation can be defined as a conscious and deliberate activity carried out to shuffle employees round the different skill sets and areas, to acquaint them with the required skill. However, many organization leaders, will always want to select special persons and allow them to have the knowledge of such key areas and when such staff leave the organization, at that point in time, it becomes issue. Furthermore, as a result of discrimination to some organization members- who are even likely to spend longer duration with the organization, such categories of persons are never privileged to be included in job rotation, thereby making them perform routine job. Fowler (2001) revealed that when an employee does one kind of job week-in week-out, they will always get de-motivated to carry on with their work more especially when the work is not very challenging. Fowler suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization. However, Clifton (2000) disagrees with these revelations. He asserts that job rotation does not actually lead to motivation of the employee; it just helps the employees not to get bored with their work. Reacting to the submission of Clifton (2000), if job rotation doesn't lead to motivation, but only helps the employee not to get bored, it invariably imply that whoever that is not bored, must have some level of satisfaction in him, which could also bring about motivation. As concluded by Soltani, (2000) Job rotation is a job design method which is able to enhance motivation

2.2 Benefits of Job rotation

There are so many benefits associated with job rotation and includes:

2.2.1 Improved employee performance

Employee performance is viewed as an ongoing process, and it is based on the quality of work, cost-effectiveness, punctuality, and response to one's task (Oparanman and Nwaeke, 2015; Rashki et al., 2014). The performance factors are considered as an important concern, in terms of obtaining the maximum benefits from the employees and workforce in any organizational framework (Eriksson and Ortega, 2006)

To improve value to consumers, reduce costs, and function effectively, organizations typically create performance goals for individual employees and the organization as a whole (Fidyah & Setiawati, 2020; Inuwa, 2016; Kiruja & Mukuru, 2018). According to Pradhan (2016), employees' performance is more likely to be enhanced when they are allowed to participate in decision-making and contribute to the implementation of change that affects them. By so doing, anomalies will be identified, suggested and corrective measures taken. Furthermore, rotating employees from one job area to another, make them feel happy and consequently, improve their performance. Kinicki and Kreitner (2007) posit that performance is higher when the employees are happy and satisfied. This study's finding implies that employees' performance is influenced positively when they are satisfied with the organization's job rotation practices. This indicates that when employees are satisfied with job rotation, they achieve organizational objectives. This is consistent with the study by Al-Ahmadi, (2009) on productivity, which showed that satisfied employees exhibit higher job performance and are less likely to quit than those who are not happy with their jobs.

2.2.2 Organisational commitment

Every organization is established to satisfy customers' needs and consequently, make profit. And to a large extent, to have such customers' needs satisfied, such organisations needs employees that are committed to the things of the organization. Such commitment is what is referred to as organizational commitment. Ho et al. (2009) promulgated that organizational commitment is employees' emotional attachment and psychological bond with an organization. It is therefore important to state that, until the organization take the necessary extra step, the required organization commitment may not be attained. According to Lambert et al. (2020), a committed employee exhibits psychological loyalty to work and identifies with the organization's goals. Research suggests that employees with strong organizational commitment are valuable assets of an organization; as a committed workforce, they can improve organizational performance and increase productivity and competitiveness (Mohsan et al., 2012; Redditt et al., 2019; Rose et al., 2011). This commitment can largely be achieved when employees are allowed to experience every facets of the organization through job rotation.

Conclusion

In contemporary business place, having competitive edge over rivals has remain the major desire of most businesses. To achieve the aforementioned, organisations spend heavily to carry out both on-the-job and off-the-job training. While these trainings have achieved relatively good result, an aspect of training that is completely cost free and has been poorly utilized by many organisations is Job Rotation. Among the various techniques available to the management of an organization is the pattern that makes it possible to move employees from one department or position to the other from time to time, to acquire knowledge and skills of what is obtainable in other areas of the work (Nwachukwu, 1988). According to Oparanma and Nwaeke (2015). Furthermore, It occurs when an employee is 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

Job rotation is considered as one of the most important and excellent predictors of empowering employees towards enhanced motivation, commitment and job involvement that is pre-requisite for effective organizational performances as demonstrated by Syed and Yan (2012).

Recommendation

While technology and other environmental players will continue to initiate and drive changes in the world of business and how organisations function, the following recommendations are made

1. Organisations are highly recommended to embrace job rotation
2. Job rotation should be made as a corporate policy and disseminated to the bottom of the organization
3. There should be checks and balances to ensure that, job rotation is not employed by some top level management persons, to favour their selected few/favourites at the expense of the entire organization
4. While carrying out job rotation, there should be strict supervision to ensure that each staff truly embrace it and learnt the role at every job station following the job rotation
5. There should be annual reward system for staff that completed the designated routine and proved knowledgeable across the different workstations/skills.

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