



Effect of Private Sector Development on Economic Growth of Nigeria

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Abstract: *The study examined job rotation and employees performance in public sector (a study of Anambra State Ministry of Finance). The purpose of this work is to examine job rotation and employees performance in public sector (a study of Anambra State Ministry of Finance). The study is anchored on reinforcement theory that was propounded by Jones 1982. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire and interview which were administered randomly among the staff of Anambra State Ministry of Finance. The sample size of the study is ninety-three (93). The hypotheses were tested using Chi-square method at 0.05% level of significance. The findings of the study revealed. 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. The study recommends that Supervisors should take the initiative to develop the employee skills in various fields so that total human efforts will be displayed in the respective job tasks to further enhance performance. The company has to benefit from using job rotation by having the ability to keep key staff within a company. The process should the company to run more efficiently, and as a result, become more productive and p profitable.. Rotation decisions should be made by the employees opinions and taken together and thus the rotation decision will be accepted more easily. When the employee embarks on the path of rotation willingly and consciously, he will share the responsibility at the point of development of management skills.*

Keywords: *Job rotation, skill diversity, self efficacy, public sector, Ministry of finance.*

1.1 Introduction

Many businesses, small and large, are attempting to improve work design systems by the development of job rotation strategy. Job rotation is a strategy conducted by organizations either private or public to improve employee performance and productivity (Burke, & Moore, 2016). Job rotation is implemented in line with the business goals and human resource strategies of the organization. Job rotation can also be used to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Individuals learn several different skills and perform each task for a

specified time period. There are different reasons a company may choose to utilize job rotation such as using job rotation as a learning mechanism (Shelomeya and Ragel, 2017). There are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self efficacy (Campion, Cheraskin, & Stevens, 2014).

The company may benefit from using job rotation by having the ability to keep key staff within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable. Job rotation has existed in business for so many years. It may have been called multi-tasking, lateral transfer, job-shadowing or simply doing what was needed to get the job done Dhanraj, & Parumasur (2014).. Many independent and family owned businesses use job rotation as a means to learn operations and become "well-rounded" employees. Larger businesses faced with the reality of a shrinking labour pool and an aging executive workforce look up to job rotation as a succession planning tool. To some extent, job rotation enhances the skills and legacy of the organization while working to retain younger employees who increasingly demonstrate desires to learn and experience new things. This "expedition" experienced by younger employees helps them to understand the value of each functional area's contribution to the organizational mission (Burke, & Moore, 2016).

Job rotation helps workers to understand the different steps that go into creating a product and/or service delivery, how their own effort affects the quality and efficiency of production and customer service, and how each member of the team contributes to the process (Azizi, Zolfaghari, & Liang, 2017).. Hence, job rotation permits individuals to gain experience in various phases of the business and, thus, broaden their perspective. It is also believed that job rotation has the ability to decrease the amount of boredom and monotony experienced by employees who work in the same position for extended periods of time. Job rotation is also practiced to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job variation. Job rotation benefits employees who participate by reducing job burn-out, apathy, and fatigue, which ultimately increase the level of employee satisfaction and motivation Plowman (2017). Not all employees are open to the idea of job rotation. Higher performers compared to under performers are likely to like job rotation because it is perceived to add to a greater improvement in skills Bennett, (2013).

1.2 Statement of Problem

Years ago, management, thought employees come and work to achieve their economic objective. However it is being observed that in addition to economic objectives, employees also demand certain training opportunities and job satisfaction. Allowing your employees to perform the same transactional duties everyday usually make them feel bored and unsatisfied with what they are doing. Thus the importance of job rotation is introduced to alleviate the physical and mental stresses endured by employees when working in the same position, year

after year. The researcher seeks to find out the effectiveness of job rotation in the organization and ways and means to improve the awareness of job rotation.

1.3 Objectives of the Study

The general objective of this study was to examine the effect of job rotation and employees performance in public sector: A study of Anambra state ministry of finance, The specific objectives of this study are as follows:

- i. To evaluate the impact of skill diversity on employees performance in public sector:
- ii. To evaluate the impact of innovation on employees performance in public sector:
- iii. To examine the effect of self efficacy on employees performance in public sector:

2.REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Job Rotation

Edward (2015) describes job rotation as “the process of switching a person from job to job” which increases an employee’s capability and value to an organisation. Job rotation can be defined as the performance by an employee of a new assignment on a temporary basis for an agreed period of time. Job rotation is position-oriented, with management determining the need for a specific job to be done. Job Rotation is where an individual is moved through a schedule of assignments designed to give that individual a breadth of exposure to the entire operation. The term job rotation can also mean the scheduled exchange of persons in offices, especially in public offices.

Job Rotation can be used in a variety of ways to meet the development and training needs of companies and employees, without a break in production. Job rotation is an alternative to job specialization. It is a way to reduce employee boredom and it also facilitates more of an understanding about the organisation. Job rotation is moving from one job to another. Job can be rotated that are very similar or drastically different for example, a person in charge of accounts receivable could change with a person who is in charge of accounts payable.

An employee could work as a marketer for a year and then work as a selling agent for a year(John Papp john Entrepreneurial Centre).Job rotation comes in many forms and is useful in many situations. Job rotation is the systematic movement of employee from one job to another. How this movement is accomplished depends on the purpose that you wish to achieve and how dramatic a move you are willing to take Malinski, 2002).The Human Resource Development Council (HRDC 1997) describes job rotation as “a career development strategy where an individual temporarily moves laterally into an established or ‘shadow position’(HRDC, p.1) which “usually requires the employee to suspend his or her current job duties” (HRDC, 1997, p.12). In job rotation, staff removed between different jobs over a period of time and this movement is planned to achieve different purposes (Bennett, 2013). According to Malinski (2002) it is an organised movement of staff from one job to another and he also adds that an

individual does not have to leave a job to get a more satisfying job. This can be achieved in the same job by using job rotation, enrichment and restructuring.

2.1.2 Employee Performance

The concept of employee performance refers to all organizational outputs attributable to the employee (Ejimudo 2014). Similarly Bale and Holton (2009) construed employee performance as a record of all outcomes traceable to the employee in an organization. It is seen as the actions or the execution of tasks that were completed by individuals within a certain time (Swasto 2006). Mbah, Mgbemena and Ejike (2015), employee performance is simply all behaviours of the employee towards organizational goals. Therefore, to motivate behaviour, the organization needs to provide an effective reward system. However in the context of this study, employee performance can be in form of creativity/innovation, job satisfaction, improved decision making capacity and goal attainment. Employee performance is the measure of output vis-a-vis the input. It shows effectiveness and efficiency that make a payment to organizational goals and may depend upon many factors like performance appraisals, employee motivation, employee satisfaction, compensation, job security, organizational structure and others (Saeed & Asghar, 2012).

Employees need resources during their planning stage. Nielsen et al (2017) states that resources are "anything perceived by the individual to help attain his or her goals". Resources are categorized into four levels in the work place, and they help employees achieve their work task goals in four areas. These areas included personal characteristics such as self-efficacy which enable an individual to perform well (Xanthopoulou et al (2007), social context associated with interpersonal relationships, leadership characteristics and organizational resources. Planning was associated with increased performance in companies according to a study by Gibson et al (2005). Draft (1998) cited by Nassazi (2013) says that performance management process allows employees to get engaged in planning for the company, and therefore participates by having an active role in the entire process and this translates to increased productivity

2.2 Theoretical Framework

Reinforcement Theory

The reinforcement theory, pioneered by pavlov and skinner has given wave to a new approach to motivation called the behaviour modification model" with emphasis with managing people by manipulating environmental processes". However, Skinner noted that by conditioning one's environment, behaviour of individuals within that environment could also be conditioned. Through the reward of an appropriate behaviour, the individual is encouraged to repeat such behaviour over and over again and by so doing, such behaviour is reinforced. By punishing an undesired behaviour, the individual is discouraged from repeating such behaviour and by so doing, he sees it as undesirable (Ezionye, 2002). Reinforcement could be positive, negative or neutral. A positive reinforcement is one that encourages a particular behaviour by

appropriately rewarding the individual involved. A negative reinforcement is one that discourages a particular behaviour by appropriately punishing the individual involved. A neutral reinforcement is one that takes no action either to induce a repeat performance or discourages the repetition of such action (Ezionye, 2002).

Relevance of the theory

Reinforcement theory has been used in many areas of study to include job training, employee management and motivating employees in the workplace. Reinforcement theories focus on observable behavior rather than needs theories that focus on personal states. Reinforcement theory is a form of operant conditioning and focuses on the environmental factors that contribute to shaping behavior. Simply put, reinforcement theory claims that stimuli are used to shape behaviors.

2.3 Empirical Review

Akbari, & Maniei, (2017) aimed of this study is investigating the relationship between job rotation and performance of Dana insurance employees. To that end, all employees of Tehran Dana Insurance have been studied as the statistical population. This research is a descriptive survey and in term of aim is functional. According to this, according to this, accordingly, To measure the basic concepts of research, Job Rotation questionnaire contains 8 questions and evaluate the performance of staff consists of 11 questions was used respectively. Reliability of the questionnaire by Cronbach's for two variables were calculated 0.887 and 0.803 respectively. Test validity was confirmed by two methods of Content validity and ostensible validity. At the end of the study significant relationship between job rotation and employee performance were observed.

Dhanraj, & Parumasur (2014). assessed employee perceptions of the impact of job rotation on employees, production, the organization and on job security. Biographical influences (gender, age, marital status, division, organizational level, tenure) regarding these impacts were also assessed. The study was undertaken in an operations environment of a textile company in KwaZulu-Natal, South Africa. The population includes 77 full time shift employees in the organization and due to the small population size consensus sampling was used. Data was collected using a self-developed, pre-coded, self-administered questionnaire whose reliability was assessed using Cronbach's Coefficient Alpha. Data was analyzed using descriptive and inferential statistics. The findings reflect that employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively.

Kurtulu, (2010) Examined the effects of job rotation practices on motivation: a research on managers in the automotive organizations By adopting the human structure of the company with technical processes, job rotation is the consequence of effort and determination. In Turkey it can be said that it is companies with a majority of foreign capital who have successfully applied this technique with the aim of improving workers performance. To reach this goal the

first condition is to ensure that job rotation practices generate the expected effect on an employee's motivation. From this angle, decreasing monotony, preparing the employee for management, defining the most productive job/position and increasing the level of knowledge and skills are the functions by which the said motivational effect will be achieved. Consequently this study aimed to test the established hypothesis expressed as 'job rotation practices have a positive effect on motivation'. In this context, the research results verified that job rotation applications effect motivation.

Oparanma, & Nwaeke, (2018) examine the effects of job rotations and employees' performances in manufacturing companies in Nigeria. 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 assists management in detecting and correcting wrongs.

Shelomeya and Ragel (2017). investigates the effects of job satisfaction on organizational citizenship behavior, along with the antecedent effects of job rotation and role stress on job satisfaction in banks.: It is a descriptive study. A structured questionnaire was prepared and distributed among the sample with closed statements measured with ordinal measures called Likert's Five Points Rating Scale. Place and Duration of Study: The study population consists of bank employees of 13 banks in Batticaloa District, between September 2016 and December 2016. Methodology:200 bank employees as respondents by applying simple random sampling method from the study population of bank employees from 13 banks in Batticaloa District.

The response rate has been 83% (97 men, 69 women; age range 21 –60). Variables Job rotation, Job Satisfaction and Organizational Citizenship Behavior are in high level and Role stress is moderate level. Relationship between Job satisfaction and Organizational Citizenship behavior is found as strong positive (0.570) correlation and impact 32.5%. Antecedents Job Rotation has positive relationship and impact (R -0.435; R² -0.189) while Role stress negatively correlated and has impact (R --0. 652; R²-42.6) in Job satisfaction. As well Job satisfaction is playing mediating role in connecting antecedents Role stress and Job rotation with Organizational citizenship behavior.: Job rotation, Job Satisfaction and Organizational Citizenship Behavior are in high level and Role stress is in moderate level. 'Job Satisfaction and Organizational Citizenship Behavior' and 'Job rotation and Job Satisfaction' have positive relationships and impacts. Where, 'Role stress and Job satisfaction' have inverse relationship and impact. As well it is clear that Job satisfaction plays mediating role in connecting antecedents (Job rotation and Role stress) with Organizational Citizenship behavior.

Hiwa & Tehran, (2017) examined job rotation system and its influence on efficiency of staffs in Administration of sport and youth in Kurdistan. The approach is to identify the influence job rotation system based on the theory of Nanaodomi and the influence of efficiency of staff based on the theory of Hersi & Goldsmith and two theories have been created. The statistical

population is the staff of Administration of sport and youth in Kurdistan who are 553 persons. The volume of statistical sample based on Cochran equation is 222 persons which are chosen based on stratified Sampling method. Two questionnaires have been used (Nanami Adomi's questionnaire on influence of job rotation system, Hersi & Goldsmith's questionnaire on efficiency of staff) and they are given to the sample population after the evaluation of validity and reliability. To analyze the statistical data, descriptive and inferential statistical methods were used. Thus, for classifying, summarizing and describing data Descriptive statistics was used and to evaluate the test hypotheses on inferential level, one group t-test, Kolmogorov-Smirnov, Spearman's regression was used. The results indicate that the effectiveness of job rotation in Administration of sport and youth in Kurdistan is above the average. The effectiveness of job rotation on efficiency of human resources in Administration of sport and youth is effective

Rogers, (2017) examined the impact of job rotation on employees' performance a case study: Utrak Financial Services Limited. To achieve the objectives of the research, an exploratory and descriptive design were adopted aimed at assessing the impact of job rotation on employees' performance. Questionnaires were administered to head office staff from the operations, Customer Service and Accounting departments. Structured interview was also employed to collect data. The study revealed that job rotation is an important programme for allowing employees to acquire new skills, enhance staff productivity, develop new relationships across the company and gain skills needed for future career advancement.

However, respondents complained of not been made part of the implementation process. They also reveal that, the major challenges upsetting the programme were; resistance from superiors; resistance from employees and lack of adequate training before employee is moved to a new department. The participants in the job rotation programme who were interviewed expressed a high level of satisfaction with the programme. The study revealed that the respondent's appreciate the effectiveness of job rotation programme in their organization. The researcher concludes by making recommendations to involve employees in the implementation process, use the programme to develop employees to increase their performance level. Also it is recommended that the programme must benefit both the employer and employee in the organization.

Subramaniam, (2013) investigated the influence of job rotation on career development. Toward these objectives, a survey was carried out amongst 209 production workers in Japanese manufacturing companies in Malaysia. Factor analysis resulted in four distinct dimensions of job rotation namely interest, business knowledge, technical knowledge and administrative knowledge, while career development resulted as unidimension. Multiple regression results indicated that all dimensions of job rotation except business knowledge influence career development. Implications of the findings, potential limitations of the study, and directions for future research are discussed.

2.4 Gap in Literature

Akbari, & Maniei, (2017) investigated the relationship between job rotation and performance of Dana insurance employees. At the end of the study significant relationship between job rotation and employee performance were observed. Dhanraj, & Parumasur (2014) assessed employee perceptions of the impact of job rotation on employees, production, the organization and on job security. The findings reflect that employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively. Kurtulu, (2010) Examined the effects of job rotation practices on motivation: a research on managers in the automotive organizations 'job rotation practices have a positive effect on motivation'. In this context, the research results verified that job rotation applications effect motivation. Oparanma, & Nwaeke, (2018) examine the effects of job rotations and employees' performances in manufacturing companies in Nigeria. The article reveals that; there is a significant and favorable relationship between job rotation and an employee performance. Hiwa & Tehran,. (2017) examined job rotation system and its influence on efficiency of staffs in Administration of sport and youth in Kurdistan. The results indicate that the effectiveness of job rotation in Administration of sport and youth in Kurdistan is above the average.

The above studies indeed were extensive but not exhaustive in their research, hence the gap. The researcher in this study seeks to cover a study on job rotation, using Anambra state ministry of finance, in trying to bridge the gap the researcher employed the use of primary data as opposed so as to get direct responses from the respondents. Lastly, the researcher expanded her scope of study, so as to present to us the present day challenges of job rotation and proffer solutions to it.

3. RESEARCH METHODOLOGY

This study adopted the descriptive survey design. A descriptive survey method entails a method of data collection by interviews and questionnaires to a sample of individuals and is not only restricted to fact findings. The **Anambra Ministry of Finance** is the government body that manages the finances of the Anambra state Government, including managing, controlling and monitoring state revenues and expenditures. Roles of finance ministry: Some of the role of the finance ministry include collecting and disbursing government revenue, formulating policies on taxation, tariffs, fiscal management etc., preparing and managing the annual budget, preparing annual accounts for ministries, departments and agencies, managing federal debt and regulating the capital market. The population targeted by the study consisted of all the workers who works directly in the office **Anambra Ministry of Finance**. The target population was derived from both the men and women which total to a population of 95. The research adopts two sample techniques namely purposive sampling and stratified sampling. Purposive sampling enables the researcher to choose at respondents that was of interest to the study while the stratified random sampling accords each of the different respondents in the stream to be selected without biases. Because of the small nature of the population, no need for sample size the researcher will use the whole population. The most crucial operation in the executive of a

research work is collection of data because such information and data are necessary for arriving at the solution of the problem being investigated. Under going research of this nature call for the use of both primary and secondary source of data to make the work more reliable.

Two methods of data collection involving quantitative and qualitative method were adopted for this study. The quantitative method makes use of questionnaires and for the qualitative, a semi structural interview was conducted which serves as a supplementary data for the quantitative method which was subject to data analysis.

Section A: bio-data of the respondents

Section B: question that is expected of respondents to answer respondents.

The data degenerated from the administered and returned questionnaires were collected and presented in tables according to the objectives of the study. Responses from the set of questionnaires administered to workers were analyzed using simple percentage and frequency count. Research hypotheses were tested using Analysis of variance (ANOVA) analysis. The research hypotheses were tested at 5% level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

4. PRESENTAION AND ANALYSIS OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaires. Ninety-five (95) were administered, among the staffs of Anambra ministry of finance. However, eighty-seven (87) questionnaires were retrieved. Therefore the analysis and interpretation of data were only based on the returned questionnaires. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned.

4.1 Demographic Characteristics of the Respondents

4.1.1 GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	49	49.0	56.3
	FEMALE	38	38.0	43.7
	Total	87	87.0	100.0

Source: SPSS Version 21, 2021

The above table reveals that the forty-nine (49) of the respondents which represents 56.3% \were male respondents, while thirty-eight (38) respondents which represent 43.7% were female respondents. By implication, male respondents were more than female respondents by 12.6% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	24	24.0	27.6	27.6
	SINGLE	63	63.0	72.4	100.0
	Total	87	87.0	100.0	

Source: SPSS Version 21, 2021

In the table above, out of the eighty-seven (87) respondents, twenty-four (24) of the respondents were married. While sixty-three (63) respondents which represent 72.4 percent are single. It is therefore glaring that the majority of the respondents are single as at the time of this study. Thus marital status table help us to know the number of single, married, and divorce respondents that answered the distributed questionnaire

4.1.3 LEVEL OF EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC/NECO	11	11.0	12.6	12.6
	BSC/HND	36	36.0	41.4	54.0
	MSC/MBA	31	31.0	35.6	89.7
	P.hD	9	9.0	10.3	100.0
	Total	87	87.0	100.0	

Source: SPSS Version 21, 2021

The table above indicates that eleven (11) respondents which representing 12.6% maintained to have acquired WAEC/NECO while 41.4% of the respondents which represents thirty-six (36) BSC/HND. However thirty-one (31) which represent 35.6 percent maintained to have acquired either have MSC. The respondents that have tertiary professional (PHD) are numbered 16 which represent 10.3%. This as the one of demographic item helps us to identify the education qualification of the respondent

4.1.4 AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	8	8.0	9.2	9.2
	26-33	8	8.0	9.2	18.4
	34-40	22	22.0	25.3	43.7
	41-50	41	41.0	47.1	90.8
	51-ABOVE	8	8.0	9.2	100.0
	Total	87	87.0	100.0	

Source: SPSS Version 21, 2021

The table above shows that respondents whose age bracket falls between 18-25 yrs were eight (8) which represent 9.2 percent. This is followed by those with age bracket of 26-33 years with eight (8) which represents 9.2%. Also those within age bracket of 34-40 yrs were twenty-two (22) which represents 25.3%. Also those within age bracket of 41-50 yrs were forty-one (41) which represents 47.1%. However, those with age bracket of 51-above were eight which represent 9.2%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

4.2 Hypothesis Testing

The need to examine the relationship between the collected data and the stated hypothesis has called for this section. This result will be compared with the statistical criteria to see if the preconceived notion in this research work holds or not.

H0: Skill diversity has no significant effect on employee performance in public sector

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3242.5981	3	1794.190	4.742	.015
Within Groups	6734.279	84	378.389		
Total	77436.800	87			

Source: SPSS Version 21, 2021

The test table reveal that wide significance value (F. sig<.05) indicate group differences. Since the F- value of 4.742 which has a significance of .015 is less than .05 (i.e .001<.05), there exist no group difference among the variables. Therefore, Skill diversity has significant effect on employee performance in public sector.

Hypotheses Two

H0: Innovation has no significant effect on employee performance in public sector

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4838.324	2	2419.162	3.233	.009
Within Groups	6598.476	85	388.146		
Total	11436.800	87			

Source: SPSS Version 21 2021

We discover that in the F-statistics column the value for colleagues stress is 3.233, while its probability is 0.009 since its probability is less than 0.05% desired level of significance, we reject

the null hypothesis and accept alternative hypothesis, which states that Innovation has significant effect on employee performance in public sector

Hypotheses Three

H0: Self efficacy has no significant effect on employee performance in public sector?

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2839.200	2	1419.600	9.807	.088
Within Groups	8597.600	85	505.741		
Total	11436.800	87			

Source: SPSS, Version, 2021

From the regression result, we discover that in the F-statistics column the value for Management Stress is 2.807, while its probability is 0.88 since its probability is greater than 0.05% desired level of significance, we reject the null hypothesis and accept alternative hypothesis, which states Self efficacy has significant effect on employee performance in public sector.

5.CONCLUSION AND RECOMMENDATION

Conclusion

It is conclusive to say that job rotation affects the employees' job performances positively, significantly and favorably in Anambra state ministry of finance. 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, Innovation, Self efficacy, 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 aid and assist 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.

Recommendations

These recommendations have been proposed as measures if taken

- Supervisors should take the initiative to develop the employee skills in various fields so that total human efforts will be displayed in the respective job tasks to further enhance performance
- The company has to benefit from using job rotation by having the ability to keep key staff within a company. The process should the company to run more efficiently, and as a result, become more productive and p profitable.
- Rotation decisions should be made by the employees opinions and taken together and thus the rotation decision will be accepted more easily. When the employee embarks on the path of rotation willingly and consciously, he will share the responsibility at the point of development of management skills.
- Employees must be involved in job rotation to be able to understand that they are governed by policies of the company

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