

Job Rotation and Performance of Technical University Administrative Staff

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Abstract

Mastering the roles of all aspects of an organization is contingent on job rotation. This paper focused on the impact of Job Rotation and Performance on higher educational institutions. The study used stratified sampling technique, quantitative approach, and descriptive design for primary data collection and analysis by SPSS. The outcome of the research confirmed that, job rotation impacts on organizational performance. The aspects that led to the performance were: removal of job stress, employee retention, increase expertise, applying experience on the job amongst others. The performance was measured by the efficiency, productivity, quality, but rejected profitability as a measure in higher educational institutions. It was concluded that job rotation impacts positively but favourably with organizational performance.

Keywords: Job Rotation, Performance, Tamale Technical University, Higher Educational Institutions

1.0 Introduction

Job Rotations are used broadly at different levels of the hierarchy. It is a job design strategy which is a human orientation. Aside Job rotation other approaches of Job design such as Job satisfaction, Job security, working conditions are equally attracting the attention researchers and workplace managers (O'Connor, Rudolf & Peters, 1980). Top management are interested in understanding how committed employees are to their organization (Tetty, 2006). Low employee morale and rewards remains a major challenge in Ghanaian higher institutions resulting in the last skilled personnel (Tetty, 2006). This reduces staff performance output. This paper therefore focuses on the impact of Job rotation on employee performance in Tamale Technical University. Job rotation practices are mostly followed in educational institution on intermittent basis which support employees to improve on their Jobs.

2.0 Literature

2.1 Job Rotation

Job rotation is a method where staff horizontally organize and perform their responsibilities at various level of the organization; when individuals involves in diverse post and task in a firm, abilities rises to assess his abilities in the firm (Bennet, 2003). Seibert and Kraimer (2001) stated that rotation of Jobs is practiced by firms to develop staff in different units and departments to enhance and expand Job task of staff. Jorgesen (2005) mentioned that, in every new assignment after rotation brings along some challenges which inspire them to gain additional interest and increase their morale at workplace.

Job rotation is therefore a job design method where employees are moved in a planned manner between Jobs (Mohan & Gomathi, 2015). Mohan and Gomathi (2015) illustrated that job rotation is a strategy that a firm adopt to give employees opportunity to learn several things from different tasked performed Aboko, Songotuah, and Abdul-Ganiyu (2016) defined Job rotation as "shifting employees from one position to another with a goal of sustaining or enhancing satisfaction, motivation, and performance" (p.709). Jorgensen (2005) proffered that job rotation in different and at homogeneous stage and levels and situations are useful at least for a period of time.

2.2. Performance and Employee Performance

Performance is looked at as conducts, activities and deeds with dissimilar methods including: performance at individual, group and organizational level (Panatik, 2012). Jans and Frazer-Jan (2004) stated employee performance can be measured as been negative and positive performance of employee is views as either an outcome or display of behaviour (Armstrong, 2000). Measures such effectiveness, and profitability are considered as performance evaluators (Ahuja, 1992). Efficiency and effectiveness refers to using minimal resource to create expected outcome (efficiency) as well as employee's ability to achieve firm's targets (effectiveness) (Stoner, 1996). Profitability means the firm is capable of making constant profit over a time frame measure in terms of the difference between total cost and total revenue (Woof & Stangste, 2002). Productivity is also measured by the ratio of the input by understanding how organization, industry or individual transform this resource into finish good or services (Stonner, Freeman, Gilbert Jr, 1995; Lipsey, 1989). Eventually, Quality, according to Armstrong (2002) refers to features that a product or service bears to enable it satisfy both implied and stated expectation, needs and wants of customer organization's growth, survival and success is contingent on employees' performance with regards to their commitment, creativity and innovations

(Ram Lall, 2008). Better productivity and job performance are paramount to economic stability given its potential to increasing standards of hiring, enhancing goods availability, and greater wages (Ram Lall, 2008). Baridam (2002) believed that job performance refers to a state is worker is given responsibility of executing a duty, or task by ensuring that specific rules and instructions are followed within a specified time frame.

2.3. Conceptual framework for performance



Sources: Author's own constructs

2.4 Job Rotation and Performance

Change (2010) argued that, there is a significant relationship between life cycle and drive (incentive) for learning, which increases output. In a study in China, Xuo (2012) compare Job rotation and organizational and manager's performance, it was evidenced that a strong link be exist between Job rotation and performance of an organization. Kuijaer (2002) researched on the association between Job rotation and worker load, he found that Job rotation is an appropriate means of decreasing workload.

Tabib et al. (2011) however, checked whether there exists a link between Job rotation and employee performance in health centers, it was revealed that Job rotation is autonomous from employee performance. They remarked that, other factors like innovation are good predictors of employee innovation (Tabib et al; 2011). Supporting Tabib et al. (2011) was Nasiri et al. (2008), who concluded that Job rotation is independent from employee's performance in hospital. On the other hand, Bei (2009) opined that, conducting Job rotation would lead to reciprocal conviction between the employees and helps them to enhance their Jobs.

Jorgensen (2005) stated that, Job rotation leads to increased productivity, providing avenue for employee retention, employee career enhancement and facilitating possibilities of training. Job rotation enable employees have a deeper and proper understanding of the organization's operations (Ali & Aroosiya, 2012). Job rotation creates and sustains innovation, human resources growth and eliminates monotony (Bhadury & Redovilsky, 2006). Job rotation enhances staff problem-solving skills (Allwood & Lee, 2004), decreases staff absenteeism, good for staff with availability so that suits their skills and capacities (Asensio-Cuesta, 2012) and brings employee learning (Eguchi, 2005).

The common norm of job rotation is that, employees are switched from one job to the other in a stated period of time (Jorgensen, 2005), relief the bodily fatigue and stress by moving staff between jobs that differ in muscle work (Frazer, 2003). Hseih and Chao (2004) revealed that, Job rotation has positive effect on job stress management. Research indicated there is a positive link between job rotation and performance (Jaryi, 2004). Supporting this revelation is Kalidari (2005) who stated that movement is appropriate for employee performance, and effective on Job creation progress (Fojini & Nojma, 2005). Soltani (2000) saw the outcome of Job rotation to increasing productivity, enhancing productivity of human capital by helping Job performance serve as avenue for teamwork, increase innovation, improve intellectual power and encourage effective work. One of the factors for performance. Stress has to be managed or lead to turnover intention low job performance, lower organizational commitment and affect overall productivity of the firm (Panatik, 2012).

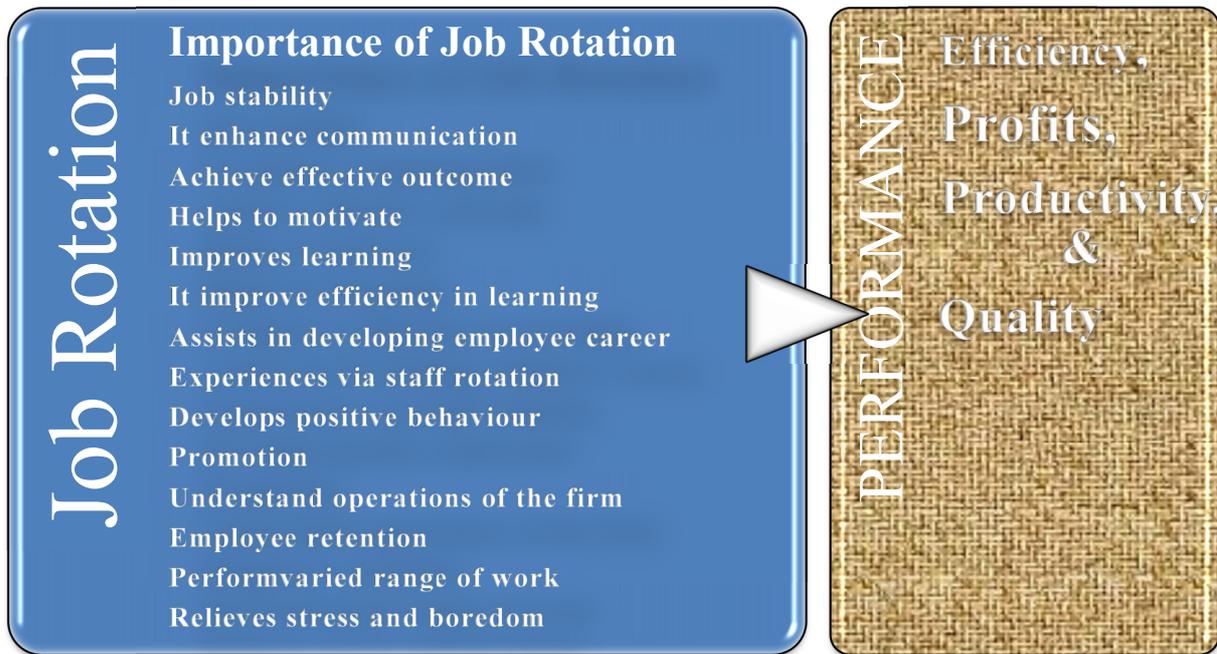
Equally, Qureshi et al. (2013) discovered that, Job rotation is important in releasing job stress because Job stress leads to psychological and bodily problems which bring poor performance and low commitment. As Jobs in many industries like banks become more complex hence different to finish task leading low organization-wide performance (Qureshi et al. 2013). Noe, Hollenbeck, Gerhart, and Wright (2004) opined that, job rotation is

good predictor of employee performance for the operating management to improve human resource productivity, thereby enhancing both individual and organizational performance.

Conceptual Framework

Conceptual Framework is a brief explanation of a phenomenon under the study supplemented by visual or graphical indication of key variables of the study (Mugenda, 2008). The study says that job rotation is the dependent variable which result in organizational performance (independent variable) as showed in figure 2 below.

Figure 2: Conceptual Framework



Sources: Author’s own constructs

3. Methodology of the Study

3.1. Research Design

Research design is an outline or scheme which is applied to obtain answers to research problems (Orodho, 2008). It involves the design for gathering evaluating and analysis data (Kothari, 2008). The research used descriptive design to establish the effect of job rotation amongst Administrative staff of Tamale Technical University and provide conclusion. Descriptive design was used because its efficiency and flexibility (Creswell, 2009; McMillan, 2004).

3.2 Population

Sekaran (2010) defined population group of subjects or people of interest that a researcher wants to explore. The paper’s target population comprises of all administrative staff of Tamale Technical University. It is made up 312 senior members, senior staff and junior staff (Tamale Technical University HR database, 2007).

3.3 Sampling strategy and Frame

Mugenda and Mugenda (2008) refers to sampling frame as directory and list of cases from which sample can be chosen. The researcher used fifty percent 50% of 312 administrative as sample size. This is supported by Fisher, Laing, & Stocked (1983) who stated that where there is non-availability of estimated proportion in population of interest predicted to possess features of interest, then a sample of 50% is appropriate. Because of the similarities of the administrative staff, stratified sampling methods chosen for the study. The respondents were categorized based on grade of staff to allow for reliable data to be obtained.

Employee & Position	Population	%	Sample size
Senior Member - Unit Heads	6	50	3
Senior Member – Sectional Heads	14	50	7
Senior Staff	110	50	55
Junior Staff	182	50	91
Total	312	50	156

3.4 Research Instrument

Data were collected from the respondent using only questionnaire as a tool. The researchers designed the questionnaire with closed ended method. All possible option and alternative responses were included in like scale and Yes or No answers. These set of questions brought a lot of clarification to the respondents during the responses. In order to quantify the statement given by the respondents in the study, a five point Likert Scale was applied as follow: strongly agree (1), agree (2), neutral (3), disagree (4), and strongly disagree (5). This will enable the researchers to identify the response of each staff who work in the University, linked with the impact of job rotation scheme.

3.5. Source of Data

Data from this were primary and secondary sources. The sources were from questionnaire which obtains first-hand information from Tamale Technical University administration staff. The secondary data were sourced from internet (Ebscohost, question, academia, Google), textbooks, newsletters, Tamale Technical University Human Resource data over the years.

3.6. Data Analysis Method and Processing

Data was captured in SPSS version 22 which process data into percentages and number of items used in table, bar charts and histograms. Mean and Standard Deviation were used to determine the weight of the research variable statements. Through the Likert Scale, respondents' level of agreement was determined and analyzed descriptively.

4. Data Analysis and Findings

Table 1: Employees interest in Job rotation

Variable	Frequency	Percentage %
Yes	130	83
No	26	17
Total	156	100

The researchers tested the interest of the respondents shifting them from one job to the other. Those who were interested in job rotation had the highest score of 83%, and only 15% of the respondents said there were not interested.

Table 2: Do you have Job rotation policy in the Tamale Technical University?

Variable	Frequency	Percentage %
Yes	6	4
No	129	83
Don't know	21	13
Total	156	100

Job rotation policy is guideline regulating staff movement from one unit to other. Tamale Technical University does not have a policy for staff rotation. This is illustrated from table above with only 6 percent of the respondent s saying that they have staff rotation policy. However, 80 percent of the respondents said the Tamale Technical University does not have any policy on staff rotation. Meanwhile, 14 percent of the respondents were indifferent as to the existence of such policy.

Table 3: Is Job rotation significant to Tamale Technical University?

Scale	Frequency	Percentage
Very significant	90	58
Significant	41	26
Indifferent	15	10
Insignificant	10	6
Very Insignificant	0	0
Total	156	100

Just like the literature, many of the respondents think that job rotation is important in Tamale Technical University. 60 percent believed that staff rotation is very significant and 28 percent thinks that rotation is significant. Meanwhile, 10 percent were indifferent. A very scanty response of only 2 percent show that rotation is insignificant.

Table 4: Importance of Job Rotation

Research variable statement	Max	Min	Mean	Std. Dev.
Job rotation has enhance many Job stability	7	3	5.61	1.12
It enhance communication between employees	7	3	4.15	0.54
Helps achieve effective outcome	7	3	3.15	0.77
Help motivate me	7	3	5.55	1.21
I believe that Job rotation has led to improve learning	7	3	4.35	0.95
It improve my efficiency in learning	7	3	3.55	0.75
It assist in developing our career	7	3	4.50	0.94
I get a lot of experiences via staff rotation	7	3	5.05	1.10
Job rotation has help me to develop positive behaviour towards learning	7	3	5.30	1.13
It has promoted employee help in Tamale Technical University	7	3	5.33	1.05
Understand operations of the firm	7	3	6.29	1.29
It offer me opportunity to stay	7	3	3.15	0.77
Help them to apply knowledge and talents for varied range of work	7	3	6.45	0.94
Help relieve stress and boredom	7	2	5.33	1.05
Total			4.10	0.69

The favorability of the variables of importance as captured in table...above. Helps employees to apply knowledge and talents for varied range of work had the highest mean value of 6.45. Also, it helps understand operations of the firm scored a mean of 6.29, job rotation has enhanced many Job stability 5.61, help motivate me as a person 5.55, it assist in developing our career 4.50, I got a lot of experiences via staff rotation 5.05, job rotation has help me to develop positive behaviour towards learning 5.30, it has promoted employee help in Tamale Technical University 5.33, help relieve stress and boredom, 5.33, It enhance communication between employees 4.15, helps achieve effective outcome 3.15, believe that Job rotation has led to improve learning 4.35, and it improve my efficiency in learning 3.55, and it offer me opportunity to stay 3.15.

With the higher Standard Deviation of 0.94, signifying the perception of the respondents, where there is a moderate degree of rotation in the University. The higher Standard Deviation showed that there is difference of opinion amongst the staff in higher education sub-sector regarding job rotation and University's performance.

Table 5: How do you measure performance?

Performance Measures	Max	Min	Mean	Std. Dev.
Profitability	7	3	1.25	0.45
Efficiency & Effectiveness	7	2	3.55	0.76
Productivity	7	3	4.35	0.94
Quality	7	3	2.85	0.56
Total			3.88	0.85

According to the findings, performances are measured by profitability, effectiveness and efficiency, quality, and productivity. All the factors have exceeded the theoretical mean rating of 2.50 by Dasmani (2011). Only profitability gain a mean value of 1.25 which is below the belt. The issue of profitability may be due to the fact that, Tamale Technical University is not-for-profit organization. Generally, we will say that, profitability is not a measure of performance in higher educational institution.

Table 6: Do you think Job rotation has positive impact on performance?

Variable	Frequency	Percentage %
Yes	131	84
No	15	10
Don't know	10	6
Total	156	100

On a general question, do you think Job rotation have positive impact on performance? Table 6 showed that job rotation is very important since 84% answered in the affirmative. The respondents think job rotation has no impact on the performance of the university. Those who said no, are only 15 respondents representing 10%. Meanwhile, 6% of the respondents were indifferent.

Statistical Analysis

Additionally, the research similarly tested the association and special effects of the research variables. As a result, table 7 gives a comprehensive statistical analysis of the present research variables. The Job Rotation variable has a Cronbach's Alpha of 0.75, and Job Performance has 0.77, signifying the reliability of the findings. Furthermore, this study also states that Job Rotation and Job performance are more significant, correlated, and affirmative with one another.

Table 7: Cronbach's Alpha, Mean, Standard Deviation, and Correlation Analysis

Variable	α	1	2	Min	Max	Mean	Std. Dev.	Decision
Job Rotation	0.75	1		2	7	4.10	0.69	Accepted
Job Performance	0.77	0.71	1	3	7	3.88	0.85	Accepted

Discussions

The paper highlighted the importance of job rotation in higher educational institutions such as Tamale Technical University. Job rotation helps employees to apply knowledge and talents for varied range of works had the strongest link with performance. Amongst other effects of job rotation on organizational performance includes: it helps understand operations of the firm, enhances employee job stability, help motivate employee, it assist in developing employees' career, gains experiences through staff rotation, job rotation has help me to develop positive behaviour towards learning, helps gain promotion, help relieve stress and boredom, enhances communication between employees, helps achieve effective outcome, improves learning, and it improve my efficiency in learning, and it offer employees opportunity to stay. In the study, performance was measured by performances are measured by profitability, effectiveness and efficiency, quality, and productivity.

The study was comparable to the following previous studies: Ali & Aroosiya (2012) who said Job rotation enable employees have a deeper and proper understanding of the organization's operations. Qureshi et al. (2013) discovered that, Job rotation is important in releasing job stress because Job stress leads to psychological and bodily problems which bring poor performance. Jorgensen (2005) stated that, Job rotation leads to increased productivity, providing avenue for employee retention, employee career enhancement and facilitating possibilities of training. The study however, contradicted the work of Tabib et al. (2011) and Nasiri et al. (2008), who found that Job rotation is autonomous from employee performance in health sector. A large number of the respondents said they were interested in job rotation, depicting that it has a great impact on them as individuals and for the organization at large. From the forgoing, the researchers can simple state that, job rotation when used properly, can increase performance in firms.

Conclusion

The statistical analysis point outed that, there is affirmative significance of job rotation in employees and academia performance in higher educational institutions. The study also agreed with many previous studies on the positive impact of job rotation on performance. It is therefore decisive to say that job rotation affects the employees' job performance significantly, surely, and satisfactorily in University management.

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