

Job Rotation & Its Impact on employees' Performance: An Empirical Study among Employees at Red Sea University, Sudan

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Abstract :

This study aims to identify the employees view about job rotation through dimensions (benefits, disadvantages & obstacles) and how it is effects on their performance at Red Sea university in Sudan, Also know the relationship between employees' performance and years of experience, The results of study showed there is no statistically significant relationship between Job Rotation and Employees performance At Red Sea University. Because there are no relations between Job rotation variables (Benefits, Barriers & Disadvantages) & Employees performance (significant > 0.05), But The statistical results of Chi-Square showed that there is statistically relation between Years of experience & Job Rotation (significant < 0.05). So the management at university is recommended to Train employees about new jobs & put clear work criteria to measure employees' performance.

Key words: Job rotation, Employees' performance

1. Introduction:

One of human resource department goals at Red Sea University is job rotation among employees. Job rotation is a systematic movement of staff from one job to another, Moreover job rotation involves lateral transfer, which enables employees to work at different jobs [10], and gain skills, knowledge and managerial experience. A study by Adomi (2006) and Robbin (1996) reveals that job rotation can reduce boredom and increase motivation through the divergence of employee's activities. Then it enhances the life of the organizations as the employees' were equipped with broad range of skills and has flexibility in management of work. Kaymaz (2010) adds five different benefits of job rotation (reduction in monotony, increase in knowledge, skill, competency, preparation for management, choice of correct work position and development of social relations) [8]. Adjei (2012) points out that there are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom [1]. (Sharif 1999) concentrated on the effect of job rotation on performance at universities in Mecca Province - Saudi Arabia, It revealed that the teaching staff applied job rotation optionally and this will finish managerial corruption [9]. (Al zahrani & Al gahtani 1998) showed that job rotation contributed on performance development among teachers at schools [3]. (Al yami 1998) discovered that the process of job rotation effects behavior and relations among employees and their managers, Whereas (Algrani 2011) revealed that job rotation and performance have positively strong relation among managerial staff, The general objective of the study is to investigate the effect of job rotation among employees on their performance at Red Sea University in Sudan, On the other hand the study is limited to the Employees at Red Sea University in Sudan. Our main question of this study is: What is the Impact of Job Rotation on Employees performance At Red Sea University?

2. JOB ROTATION:

Definition of Job Rotation For the purposes of this study, job rotations are lateral transfers of employees between jobs in an organization, In Related Literatures Research in five areas attests to the importance of job rotation for career development. First, the authors of research on careers have recognized the importance of work experience (Gutteridge, 1986; London & Stumpf, 1982). Rotation has been viewed as an environmental strategy for career development (Hall, 1984; Wexley & Latham, 1981). Sequential job movements are important for career development (Morrison & Hock, 1986), and experience is important to job learning [1].

3. benefits of job rotation :

Job Rotation (JR) is a method for job designing in which staff learn job skills from different parts and by making some changes in tasks, the exhaustion resulted from repetitive job tasks would be eliminated (Jorgensen et al, 2005). The importance of JR has been long recognized in almost every corporate setting all around the world. JR is an excellent way for the organizations to develop employees, managers and executives (Beatty et al., 1987). The main objective of JR is shifting employees from a job to another to increase their motivation and enthusiasm. JR is a very effective training method since worker serves in different jobs and can earn more job skills. JR could create a mutual trust between the staff and help them to improve their job (Bei, 2009). JR has a number of benefits. Workers become experienced in all of the skills that are needed to

perform a task, which creates redundancy of functions. Redundancy of functions refers to the multi-availability of team members, with regarding knowledge, skills and abilities. This makes a team more flexible to adapt progress, either within the team, or within its environment [2]. One of the benefits of job rotation plan is increasing organizational commitment and the interest of a person in work causes that the gap between individual and organizational goals is reduced and commitment to organization is increased. On the other hand, by employees' movement in various jobs, the problems of specific jobs can be eliminated and the complaints and protests to work conditions can be minimized. Other positive outcomes of job rotation are increasing job satisfaction, creating job sensitivities and reduction [6]

4. Barriers of Job Rotation

Several case studies noted difficulties in implementing job rotation. Most of these difficulties came from the challenge of changing the work structure and not from the job rotation itself. The following problems were noted:

- 4.1 Experienced workers not motivating to learn new types of work
- 4.2 The rotating employee would be reluctant to return to their original position after exposure to new ideas or responsibilities.
- 4.3 Machine operators not wanting to "lend" their machines to others
- 4.4 Practical problems of physically getting from one job to the next
- 4.5 Unsuitable wage forms
- 4.6 Education and training of workers for new jobs
- 4.7 Difficulties in finding appropriate jobs to rotate to
- 4.8 Inappropriate use of job rotation by management
- 4.9 Differences in skill levels among staff may be significant by resulting in additional expense in upgrading staff or loss of productivity for some period.
- 4.10 A unionized environment may prohibit job rotation or restrict job rotation within particular job classifications.
- 4.11 It stated that through a learning process, individuals are likely to have a developed behavioral strategy that protects them from the apparent hazards of the job. Thus, rotation of unskilled workers into a biomechanical stressful job increases the risk of injury with each rotation.
- 4.12 Job rotation has close relations with the work structure, workplace relation and culture, and employees' behaviors. As usual, experienced employees do not want to do new types of jobs or handover their currently good conditions or share their knowledge and experiences of working to newcomers.
- 4.13 It is also very difficult to identify appropriate job for each person in the organization in the process of rotation. On the other hand, there are usually not small costs of rotating, including both material and non-material costs, such as changes in the living environments, customs and cultures, especially for the employees.

5. Disadvantages of Job Rotation:

Hsieh (2004) also explains that there are some negative attributes associated with job rotation. Firstly, some positions within a company may not be eligible for rotation. There may be positions within a company that may be specialized due to technology or may require highly skilled workers. These positions may not fit the profile for rotation opportunities because of the costs involved to train the workers. Jaturanonda et al (2006) explain that another problem faced by companies is that some employ unionized workers that may be resistant to job rotation due to standard union practices. Lynch et al (2004) state another problem which faced by companies is the possibility of having to pay incentives to workers for cooperation with the job rotation implementation which can lead to wage inequality [7]. Finally, Lynch et al (2004) further explains that, the utilization of job rotation may have the effect of reducing a workforce because of the cross-training involved; a company may not need to hire additional staff to cover positions and may possibly layoff current employees no longer considered necessary [5].

6. Employee performance:

The performance of an employee is that, how well an employee performs his or her task duties and responsibilities. Employees' performance is also crucial. Because the achievement of goals and objectives of the organization is assessed by performance of its resources, employees' performance should be assessed and maintained periodically [4]. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management. Performance improvement is not only a result of well-functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009). The dimensions of performance on which an employee is evaluated are called the criteria of evaluation (Ivancevich, 1998). Opatha, (2002) suggested that several criteria become needed in order to evaluate job performance of an employee accurately. In the view of Mathis and Jackson (2003), the data or information that managers receive on how well employees are performing their jobs can be of three different types. These are

- 6.1 Trait-based information.
- 6.2 Behavior-based information.
- 6.3 Result based information [1].

7. Methodology :

The researcher adopted two hypotheses that clearly explain whether job rotation factors (benefits, Barriers & disadvantages) might affect the employees performance:

- 7.1 Ho1: There is statistically significant relationship between Job Rotation and Employees performance At Red Sea University.
- 7.2 Ho2: Years of experience effect Job Rotation at Red Sea University.

The researchers have designed a questionnaire and distributed it to the population of the study are employees At Red Sea University in Sudan. The researchers selects 50 employees in different faculties as a sample of the study, and then the internal consistency coefficient of the questionnaire has been extracted using the Cronbach's alpha equation. The stability coefficient reached 66% in order to assure the validity of the questionnaire. The researchers divide the questionnaire into five main sections containing a set of questions related to the measurement of the impact Job Rotation on Employees performance.

8. Results

The researcher received a response to 45 out of 50 questionnaires. 5 questionnaires are also excluded for non-completion of their answers. The researchers try to provide a diversity of jobs of respondents to have more comprehensive results.

8.1 Characteristics of the Sample Units

Table (1) illustrates the frequency distribution of the sample features of employees at red sea university.

Table (1) Characteristics of the Sample Units (Sample = 45)

Variables		Frequency	Percentage
Educational Level	Higher secondary school	9	20%
	University Education	28	63%
	Post-Graduate Studies	8	17%
Marital Status	Married	20	44%
	Single	19	42%
	Widow	6	18%
Period of Experience	Less than 5 years	12	26%
	From 5 to 10	25	56%
	More than 10 years	8	18%

8.2 The relationship between Job Rotation and Employees performance :

The statistical results for the relationship between Job Rotation and employees performance are studied, The hypothesis to be tested is: There is statistically significant relationship between Job Rotation and employees performance At Red sea University.

Table (2) The Relationship between JR and EP (Beta coefficient)

Variables	Beta	Sig
Benefits	.328	.172
Barriers	-.293-	.173
Disadvantages	.234	.297
Statistical Percentage		
R ²	.182	
Adjusted R ²	.088	
Δ R ²	.182	
F change	1.928	
Note: Level of significant: *p<0.10, **p<0.05, ***p<0.01		

According to Table (2), there is no statistically significant relationship between Job Rotation and Employees performance At Red Sea University. Thus there are no relations between Job rotation variables (Benefits ,Barriers &Disadvantages) &Employees performance (significant>0.05)

8.3 Years of experience & Job Rotation:

The statistical results of Chi-Square showed that There are statistically relation between Years of experience & Job Rotation (significant<0.05).

9. Conclusions :

The Adoption of Job Rotation & Application is new at Red Sea University, The management at university Should Train employees about new jobs & put clear Performance indicators to measure employees' work ,also management should aware about putting suitable organizational structure & job description to all the jobs at university .

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