

IMPACT OF JOB ROTATION ON EMPLOYEES' PERFORMANCE

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ABSTRACT: *This study aimed to assess the impact of work rotation on employee performance based on the following concepts: systems and processes, training and competencies, knowledge acquisition, employee interest and commitment, career development strategy, and job design. A descriptive survey model was used in the study. There were ten (10) employees involved in this study who were only involved in the job rotation in their respective institutions in Cantilan, Surigao del Sur. The key instrument used to collect targeted data was the researcher's designed questionnaire. The results endorsed the notion that employees are in favor of job rotation and that there was a great agreement on the merits of advancement in learning new things, newly acquired skills, and job satisfaction. Perhaps the lack of a coherent relationship between the career development strategy and job rotation is what limits career advancement opportunities within the Company. It was also observed that there is no significant correlation between job level, years of service, and the influence of job rotation on the performance of workers.*

Keywords: Job rotation, Employee performance, Career development strategy, Skill development, Knowledge acquisition, Job satisfaction, Human Capital Theory, Job Characteristics Model

1. INTRODUCTION

A job rotation is a method of alternating all employees between different roles regularly so they can learn new skills and gain exposure to different divisions within the organization. Studies have shown that job rotation reduces turnover rates, promotes employee flexibility, and helps employees who perform manual tasks feel less stressed. In addition to fostering fresh viewpoints and ideas for the company's work, a rotating job environment may also improve worker happiness and performance.

In improving the happiness and performance of the workers, job rotation is a training strategy used by the company to help staff members advance in different departments where they can acquire varied work skills training for a set amount of time, job. Rotation is a useful strategy to enhance and increase the employees' job assignments [1]. As a result, job rotation is a technique for designing jobs. It removes employee weariness caused by allowing employees to learn job skills from different departments through the same type of work assignments but altering them (Richard Thackray, 1981). [2]

Though the majority of scholars use varying definitions for work rotation, an intriguing method for allowing workers to experience as many different roles and jobs as they can is job rotation. It is seen as the lateral movement of workers within an organization between positions. Employees who participate in work rotation alternate between occupations periodically to achieve various objectives [3]. Additionally, it can be defined as the transition of workers between tasks that call for various competencies and duties. Similarly, job rotation can be defined as the horizontal movement of employees among several workstations, with each workstation requiring distinct competencies and duties [4].

The core objective of job rotation is moving employees from one job to another to intensify their drive and eagerness as well. It requires shifting employees from one unit to another to surge their ability in all fields. According to Delpasand et al. [5], Job rotation is a process of scheming jobs in diverse sections, and answers the weariness caused by monotonous job responsibilities with a modification in duties and tasks while some researchers alleged it is an undertaking of staff in jobs at the similar level in the organization as they are not

promoted in the job where they are swapped. This approach is considered as an orderly movement of the workforce from one job to another at prearranged intervals [6]. It comprises intermittent shifting of employees from one task to another.

Because of the constant transfer of employees, job rotation is an exceptional way for organizations to advance their employees [7]. Accordingly, employees need to work in different units to obtain organizational knowledge to achieve the forthcoming tasks and duties. Thus, job rotation is called multi-tasking, lateral transfer and job shadowing. Numerous industries practice job rotation as a technique to understand operations and develop "well-versed" employees and likewise, it can be recognized as a succession planning means. Consequently, the rotating activities produce benefits to the employees as well organization. Job rotation can be given as the procedure of swapping a person from job to job which surges an employee's competencies by satisfying the worth of an organization [8].

Almost every corporate setting all around the world has identified this procedure to be imperative. Thus, both the employees and employers of an organization can gain an advantage from this practice. Rotational activities support the employees to be more fulfilled in their work which may serve as a competitive weapon for an organization. If employee job is interchanged into diverse operations, they can recognize what they are good at and what they love doing likewise, those events advance the employees' skills and mutual understanding of their job and it improves team success and enables the employees to promotions after successful accomplishment of job rotation system [9].

Furthermore, the final goal of each corporate organization is to augment the organization's wealth. This can be realized over the performance of the worker. Human resources may vary not only in appearance but in capability as well. Subsequently, their output may differ from one another, and it may also be evaluated positively or negatively. Thus, employee performance can be accepted based on the several work or task data they are performing. Work rotation approaches are employee undertaking among several duties and roles that will be similar [10].

There are numerous motives for applying job rotation practices within an organization such as improved product

quality, giving chances for employees to discover different career paths, and most significantly, avoiding job boredom [11]. Employees who experience job rotation are improved and able to find other works and they have attained many skills in their jobs that they have rotated within the organization [12]. Conferring to the findings, it mirrors the accomplishments of these things through the job rotation, ultimately it gives the path to boost the employees' job performance. On the contrary, there are some undesirable features also associated with job rotation [13]. When rotation transpires at longer periods, it advances human resource development. Conversely, it has been associated with various organizational problems such as work stress, employee performance, satisfaction, and commitment.

While job rotation's effect on employee performance has been studied in the past, few studies have looked at the factors that could influence this relationship. Consideration of how job rotation affects employee performance must be made to obtain a thorough understanding. These factors include employee interest, personal development, knowledge acquisition, training and competency development, job design, career development strategy, and systems and procedures. The connection between years of service, job level, and the effect of job rotation on employee performance should also be investigated. One way to do this would be to look at how personnel in higher-level roles or those with longer tenures view job rotation and how that might affect their performance results.

2. MATERIAL AND METHODS

A descriptive survey was used as the study's technique. The researcher's questionnaire served as the main method of gathering data. Consultations were also conducted to answer queries, confirm the answers provided by the respondents, and gather more data. Participants: Employees of the financial institutions located in Cantilan Campus, Cantilan, Surigao del Sur, Philippines, participated in the study.

3. RESULTS AND DISCUSSION

The outcomes of the study deliver data concerning the impact of job rotation on employee performance of the employees in the financial institutions in Cantilan, Surigao del Sur, and the individual analysis of the impact of employee interest, personal development, knowledge, training and competencies development, job design, career development strategy and system and procedures aspects. In in-depth analysis, the study digs into the significant relationship between years of service and job level and Job Rotation on Employees' performance.

Table 1 Influence of Job Rotation Aspects

FACTOR	weighted mean	interpretation
Employee Interest	4.20	Agree
Personal Development	4.18	Agree
Knowledge	4.17	Agree
Training and Competencies development	4.18	Agree
Job design	4.17	Agree
Career development strategy	1.88	Disagree
System and procedures	3.90	Agree
FACTOR AVERAGE	3.81	Agree

With a factor average of 3.81, the data showed that opinions on the effect of job rotation on worker performance were divided. With factor averages ranging from 4.17 to 4.20, employees largely agreed that job rotation had a favourable impact on their interests, knowledge, training, competency development, personal development, and job design. However, with a factor average of 1.88, employees disapproved of the company's approach to career development. Employees' opinions of the company's method of job rotation were mixed overall, even though they believed that policies and processes encouraged it.

Conferring to this data, employees felt that job rotation had a favourable impact on their interest, growth, and knowledge, but the company's career development strategy was not well integrated with job rotation and did not track acknowledged concepts. This inconsistency might have harmed the overall effectiveness of job rotation and negatively impacted employee perception. The data also highlights how vital it is to match job rotation with organizational structures and practices to ensure a favourable outcome on worker performance.

Table 2 Significant Relationship between Years of Service and Job Rotation on Employees' Performance

		Correlations			
		Years of Service	Job Rotation on Employees' Performance		
Years of Service	Pearson Correlation	1.000	-.466		
	Sig. (2-tailed)		.175		
	N	10	10		
Job Rotation on Employees' Performance	Pearson Correlation	-.466	1.000		
	Sig. (2-tailed)	.175			
	N	10	10		
Years of Service and	N	r-value	p-value	Decision	Interpretation
Job Rotation on Employees' Performance	10	-.466	.157	Failed to reject H ₀	There is no significant relationship

Table 2 presented an R-value of -0.466 indicating a moderate negative correlation between years of service and job rotation on employees' performance. This means that as the years of service increase, the job rotation on employees' performance tends to decrease, but the relationship is not very strong. Since the p-value of .157 is greater than the set critical value of .05, we fail to reject the null hypothesis. Therefore, there is no significant relationship between the years of service and

job rotation on employees' performance. This means that the observed correlation could be due to chance, and there isn't strong evidence to conclude that a meaningful relationship exists between the years of service and job rotation on employees' performance in the population from which the sample was drawn.

Table 3 Significant Relationship between Years of Service and Job Rotation Indicators on Job Performance

Years of Service and	N	r-value	p-value	Decision	Interpretation
Employee Interest	10	-.483	.157	Failed to reject H ₀	There is no significant relationship
Personal Development		.356	.313	Failed to reject H ₀	There is significant relationship There is no significant relationship
Knowledge		-.477	.163	Failed to reject H ₀	There is no significant relationship
Training and Competencies Development		-.546	.103	Failed to reject H ₀	There is no significant relationship
Job Design		-.430	.215	Failed to reject H ₀	There is no significant relationship
Career Development Strategy		-.521	.123	Failed to reject H ₀	There is no significant relationship
System and Procedures		-.610	.061	Failed to reject H ₀	There is no significant relationship
Job Performance		-.562	.091	Failed to reject H ₀	There is no significant relationship

As shown in Table 3, personal development has the highest p-value of .313 followed by job design, knowledge, employee interest, and career development strategy with a p-value of .215, .163, .157, and .123 respectively. On the contrary training and competencies development and system and procedures have the lowest p-values of .103 and .061. Results also show that all the indicators for employee performance have a p-value that is greater than the set critical value of .05. This means that the years of service have no significant relationship with job rotation on employees' performance. Also, the R-values having a negative result indicates a moderate negative correlation between years of service and the indicators of job rotation on employees' performance. This means that as the years of service increase, the indicators of job rotation on employees' performance tend to decrease, but the relationship is not very strong.

Table 4 Significant Relationship between Job Level and Job Rotation on Employees' Performance

Correlations		Job Level	Job Rotation on Employees' Performance
Job Level	Pearson Correlation	1.000	-.318
	Sig. (2-tailed)		.371
	N	10	10
Job Rotation on Employees' Performance	Pearson Correlation	-.318	1.000
	Sig. (2-tailed)	.371	
	N	10	10

Job Level and	N	r-value	p-value	Decision	Interpretation
Job Rotation on Employees' Performance	10	-.318	.371	Failed to reject H ₀	There is no significant relationship

In Table 4, An R-value of -0.318 indicates a low negative correlation between job level and job rotation on employees' performance. This means that as the job level increases, the job rotation on employees' performance tends to decrease, but

the relationship is not very strong. Since the p-value of .371 is greater than the set critical value of .05, we fail to reject the null hypothesis.

Therefore, there is no significant relationship between the job level and job rotation on employees' performance. This means that the observed correlation could be due to chance, and there isn't strong evidence to conclude that a meaningful relationship exists between the job level and job rotation on employees' performance in the population from which the sample was drawn.

Table 5 Significant Relationship between Job Level and Job Rotation Indicators on Employees' Performance

Job Level and	N	r-value	p-value	Decision	Interpretation
Employee Interest	10	-.369	.294	Failed to reject H ₀	There is no significant relationship
Personal Development		-.579	.079	Failed to reject H ₀	There is no significant relationship
Knowledge		-.269	.453	Failed to reject H ₀	There is no significant relationship
Training and Competencies Development		-.417	.231	Failed to reject H ₀	There is no significant relationship
Job Design		-.329	.354	Failed to reject H ₀	There is no significant relationship
Career Development Strategy		-.420	.226	Failed to reject H ₀	There is no significant relationship
System and Procedures		-.484	.156	Failed to reject H ₀	There is no significant relationship
Job Performance		-.429	.216	Failed to reject H ₀	There is no significant relationship

As shown in Table 5, knowledge has the highest p-value of .453 followed by job design, knowledge, employee interest, training and competencies development and career development strategy with a p-value of .354, .294, .231, and .226 respectively. On the contrary, system and procedures and personal development have the lowest p-values of .156 and .079. Results also show that all the indicators for job rotation on employee performance have a p-value that is greater than the set critical value of .05. This means that the job level has no significant relationship with job rotation on employees' performance.

Also, the R-values having a negative result indicate a low to moderate negative correlation between job level and the indicators of job rotation on employees' performance. This means that as the job level increases, the indicators of job rotation on employees' performance tend to decrease, but the relationship is not very strong.

4. CONCLUSIONS

The analysis discovered a diverse depiction of the impact of job rotation on employee performance. Although the workforce agreed that job rotation positively impacted their interest, knowledge, training, competency development, personal development, and job design, they strongly disagreed with the company's career development strategy. This recommends that while job rotation was beneficial in many ways, its overall efficacy may have been hampered by the relationship between it and the professional development plan. This inconsistency might have had an unfavourable influence on employees' observations and conceivably reduced job rotation's overall efficacy. Furthermore, statistical analysis revealed no significant relationship between years of service, job level, and the impact of job

rotation on employee performance. This proposes that factors like tenure and job level may not play a major role in influencing the effectiveness of job rotation.

Firms should give top priority to integrating job rotation into their career development strategy to augment its advantages. This would involve making sure that job rotation is observed as a vital part of career development, empowering probabilities for enhancement, and providing definite career progression routes. Businesses should also make sure that their policies and processes are set up to facilitate job rotation, which will lessen stress and provide workers with clear instructions. Industries can substitute an additional heartening and supportive work environment for their employees and plausibly increase employee contentment and performance by managing their organizational structures and career development strategies with job rotation. This approach would be in line with concepts such as the Job Characteristics Model, which resists that workers are more satisfied when their careers provide potential for development, self-sufficiency, and variety, and the Human Capital Theory, which highlights the value of capitalizing on employee development.

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