

Effect of Job Rotation on Employees' Performance in Federal Polytechnic, Nasarawa, Nasarawa State-Nigeria

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Abstract: This study sought to investigate the effect of rotation on employees' performance in federal polytechnic Nasarawa, Nasarawa state Nigeria. A survey questionnaire was used to collect data from 331 members of staff of the institution. The respondents interviewed were the Academic and Non-Academic members of staff of the school. Descriptive and inferential statistics were adopted. The study used primary data as a method of data collection effort, employing the use of self-administered structured questionnaires and four point likert scale. The data collected for the work were analysed using descriptive statistics and Pearson Product Moment Correlation Coefficient. The research found that Job rotation has positive and significant effect on employees' performance in Federal Polytechnic Nasarawa. The study is also in line with the finding of Macf and Mam (2014). Recommendations based on the findings, the study recommended that Federal Polytechnic Nasarawa should continue to apply job rotation as job design. They should rotate the job of non-academic staff within functioning area as well as cross functioning area. The organisation should ensure that they apply fully, the concept of task identity, task significant, skill variety and feedback, but they should discontinue from task structuring and autonomy since the performance of employees may not be encouraged.

Keywords: Job Design, Job Rotation, Employees and Performance

1. Introduction

Job design has been one of the most effective tools used for optimizing an employee's performance. It can be defined as changing the contents and processes of a job to increase an employee's performance, motivation and productivity (Knapp & Mujtaba, 2010). Effective Job design is a measure of the degree to which the employee is involved in his tasks and assignments. Job design is not a new concept, it has been discussed in early 20th century by Fredrick Taylor and then by his predecessors. A lot of work has been done on the role of job design and employee performance, but this concept failed to attain much attention from managers. This led to a decrease in the productivity of many organizations facing opportunity cost and productivity below optimum level. It is believed that now-a-days most of the employees are not happy with their job design or not assigned with the tasks that they feel encouraged and motivated to perform. An effective job design brings involvement of an employee in work related activities which clearly forecasts employee output, departmental productivity and organizational success (Harter, 2000).

Job design simply means the structuring of work into units with inherent potentials that empowers and motivates the worker in an organization. Job design is defined by Patha (2002) as "the functions of arranging task, duties and responsibilities in an organisational unit of work. There are possibilities that an employer may incorrectly assume that money is the sole motivator for their employees. Diverse views on money being a sole factor of motivation cannot over shadow job design prospects, yet money is one of the motivators as well as it is needed to satisfy most basic needs. The study of Thapisa (1993) has revealed the importance and need of job enrichment in influencing performance. He found out that to motivate employees, it is essential to study their job content with a view of enriching it.

Employee performance is supremely important in an organization because it is what productivity depends on. If your employees' performance is okay, they would produce superior quality product in optimal time and lead to growing profits. Skilled employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions. Employee performance is becoming more challenging for companies including those in organizations due to a number of factors such as availability of the right talent in some fields, manager-employee relations, competition, differences in the level of employer-employee expectations, the high cost associated with hiring

new talents, among others. Employers need for strategic effort directed at encouraging current employees is now more urgent than ever to improve retention rates and decrease the associated costs of high turnover.

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. 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 organisation, 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 organisational mission. Job rotation helps employees 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 (Dora, 2012). 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.

The purpose of job enrichment is to reverse the negative effects of repetitive tasks requiring autonomy, and having effects such as boredom, lack of flexibility and employees' dissatisfaction. An enriched job will contain (a) a range of tasks and challenges of varying toughness (b) a complete unit of work and (c) feedback, encouragement and communication mechanisms (Leach & Wall, 2004).

Over the years, it was observed that Federal Polytechnic Nasarawa, Nasarawa State- Nigeria has used effective job design variable such as job rotation to ensure that employees of the institution adequately increase their performance in the organisation. The organisation therefore, is in need to know how and whether the job design variables are responsible for changes in the employees' performance in the organisation. Research needs to be carried out as such, to have empirical evidence for the changes in performance.

Extant literatures studies such as Moeed, Ambreen, Kashif, Abdul and Abdul (2013); Essays (2013); Macf and Mam (2014); Nisbat and Muhammad (2014), have been conducted on the effect of job design on employees using various organizations', such as school of Kalmunai Zone, Fertilizer Companies Listed in Stock Exchange), People's Banks in Sri Lanka, Ampara district in Pakistan and Lahore. The study also discovered that studies reviewed in the literature do not have a mix of job design variables such as job rotation, job enrichment and job enlargement particularly job rotation.

However, this study shall fill the research gap by examining the effect of job design on employees' performance in Federal Polytechnic Nasarawa, Nasarawa State, since none of the studies reviewed in this work used Federal Polytechnic Nasarawa as a case.

2. Literature Review

Conceptual Framework

Concept of Job Design

Job design or work design as it is sometime called, is considered by many writers an essential determinant of the extent to which an employee is empowered, since well-designed jobs provide clear defined roles and responsibilities where officers know their boundaries. Porter (1996) argues that there is power present in a job well designed where by roles and expectations must be clear and therefore enhances empowerment. Organizations design job to intrinsically, motivate employees and make work easier and accountable. Employees value jobs that are enriched to provide challenging assignment, reduce repetitive routines and monotonous. Jobs that have essential characteristics of task identity, task significance, skills variety, are more satisfying. Enriched jobs provide autonomy and control, task identity provide opportunity for growth and task meaningfulness as a way to empower (Obeng, 2000). These jobs make the employees develop the psychological feeling that they have a personal responsibility. Job redesigning is the process by which jobs are redesigned so that employees can have more control over the tasks they perform. Organizations which need to use employees' initiatives and abilities in problem solving needs to redesign the jobs for higher performance. Jobs are redesigned to provide a job with complex tasks (job Enlargement) and enriched characteristics have more potential to do meaningful work and self-determination. Obeng (2000) contends that Jobs redesigned by encompassing task identity, task significance, skill variety and autonomy and feedback are more intrinsically motivating to employees. Job enlargement is the changing of the scope of the job to include greater portion of the horizontals, this includes other assignments associated with the job to make it more interesting and

challenging. Job enrichment increases the depth of the job to include responsibilities that have traditionally been carried out by higher levels of the organization.

In the view of Opatha (2002), Job design is the functions of arranging task, duties and responsibilities in to an organizational unit of work'. The working definition for the study purpose is that, 'The job design is the way to organize the contents, methods and link of jobs in order to achieve organizational goals and objectives. There are various approaches to job design. Regarding this, Aswathappa (2006) explained that, various approaches to job design are namely; Job Rotation, Job Enlargement, and Job Enrichment.

Opatha (2000) defines job design as the function of arranging tasks, duties and responsibilities into an organizational unit of work for the purpose of accomplishing the primary goals and objectives of the organization.

Job Rotation

Job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity (Bennett, 2013). Job rotation is a process by which employees laterally mobilize and serve their tasks in different organizational levels when an individual experiences different posts and responsibilities in an organization, ability increases to evaluate his capabilities in the organization (Kaymaz, 2010). The job rotation applications are significant not only for production employees but also for employees considered as manager candidates. In United States (US) and Japanese firms, qualified employees who are expected to be promoted as managers are required to have a broad view of the entire firm. The employees have experienced various production segments by rotating through different jobs, effectively learning many aspects of the company from a manager point of view (Eguchi, 2005).

Job rotation is called service training in some documents. Thus, an employee working in a unit can train different job skills in a certain time period. Job rotation is considered a functional method for enrichment and development of jobs (Kaymaz, 2010). Rotation in jobs results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation (Delpasand, Raiisi, Begdely & Shahabi, 2010). The main objective of job rotation is regularly shifting employees from a job to another in order to increase their motivation and enthusiasm (Bennett, 2013).

Job rotation is a very effective training method since worker serves in different jobs and can earn more job skills. Thus shifting employees to new jobs is done with more flexibility (Kaymaz, 2010). Job rotation improves management and supervision in an organization; it can effectively avoid organizational corruption. Job rotation can help form an interactive control mechanism in the organization; moreover, members of these special networks can rely on and support each other under certain circumstances (Bennett, 2013). Improving employees' professional levels, this approach enables them to reach scientific skills in different situations and get familiar to their job, all of which helps improve general quality. According to Bei (2009), regular rotation system can help validate decisions and decrease unnecessary operational errors; therefore decisions are made based on rich information with minimum error. Furthermore, performing regular job rotation could create a mutual trust between the staff and help them to improve their job.

Edward (2005) 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. Developed in Denmark in the 1980's, 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 rotation is planned replacement of staff in jobs and in different time periods with the aim of gaining skills and job autonomy, motivation, and productivity (Saravani & Abbasi, 2013). Job rotation is an interesting mechanism for employees to work in different positions and jobs as possible, and as a result it leads to learning and employees in various professions come to learn one's appropriate job. Job rotation happens regularly, alternatively between different jobs in an organization based on a plan, or alternatively based on individual needs of workers (Coyne, 2011). Job rotation is a horizontal displacement of workers in different stations so that

each workstation requires different skills and responsibilities (Dari et al., 2012). Job rotation includes job design strategies, which is used to enhance staff motivation at work or repetitive tasks (Ayough et al., 2009). John Sullivan, (2008) presents this definition: job rotation is a systematic displacement from a job to another job or from project to another project within an organization, as one of the ways to achieve different objectives of human resources.

Job Rotation involves shifting employees from one position to another with the goal of sustaining or enhancing performance, motivation and satisfaction. Job Rotation adds new challenges and has elements of both job enlargement and job enrichment since it may include both horizontal and vertical integration. Job Rotation refers to the systematic movement of staff from one job to another (Thijssen, 2000). It sometimes involves lateral/non-lateral transfers, within or between departments that enable employees to work in different jobs (Adomi, 2006). Moreover, Verbruggen and Sels (2008) indicated that it concerns “lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities”. Talbot and Billsbery (2010) added that Job Rotation is working at different tasks or in different positions for one period of time. Ng and Gosset (2013) opined that it allows employees to expand their knowledge, skills and attitudes useful for the working environment. The concept of Job Rotation also refers to an individual’s perception of the opportunity for intra-organisational career mobility. Intra-organisational career mobility refers to job changes that include substantial changes in work responsibilities, hierarchical level or titles within an organization (Joao, 2010). It also refers to occupational change, which includes transitions that require fundamentally new skills, routines and work environments, along with new training, education or vocational preparation within an organisation (Feldman & Ng, 2007). The existence of intra-organisational career mobility opportunities in contemporary careers is evident in the new psychological contract between employers and employees which highlights the provision of lateral moves and developmental opportunities in exchange for longer working hours, added responsibility, broader skills and employee tolerance of change and ambiguity (Baruch, 2002).

Aligned with the new psychological contract, career attitudes focus on the need for individuals to adapt to their work environment and to manage their own careers (Briscoe & Hall, 2006). In addition to opportunities for intra-organisational career mobility, modern-day careers are also characterised by an inclination towards physical movement between organisational boundaries. The increase in competition in response to globalisation has exacerbated intra-organizational career mobility (Joao, 2010). Job Rotation is a widespread practice amongst many professions as well. For example, most educational institutions in Ghana practice Job Rotation to stimulate employee enthusiasm and initiative. Another prominent example is the military, which rotates officers around various occupations before they can rise in the ranks. Job Rotation is even practiced in the medical field, where hospital officials are rotated around different wings to gain wealth of experience in multiple areas, reducing boredom and preparing staff for contingencies. In Nigerian Institutions, Job Rotation is expected to benefit departments, individuals involved, and particularly non-academic staff. However it may not be applicable to academic staff of these institutions due to the peculiarity of their specialisations.

Job can be rotated where they 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 year and then work as a selling agent for a year (John Pappa 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, a staff is moved 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. According to Parker (2002) job rotation is a model of training through which already employed members staff leave their jobs to go on further training and unemployed people are brought into their places to work, Torrington and Hall (1991) hold the view that in job rotation, individuals are moved between jobs of similar nature. Arnold and Felderman (1986) write that the movement of staff in jobs is at the same level in the organisation as they are not promoted in the job where they are rotated. All these views above are the views of the people who support job rotation and explain what is job

rotation and they also agree to a common point that in job rotation staff is moved between different jobs and it is most of the time within the organisation between different jobs or tasks. Parker (2002) also has a different view on job rotation. She writes that it is a form of training where a member of staff leaves the job and another unemployed person takes his job and his debates about job rotation takes job rotation outside the scope of organisation rather than inside the organisation, as unemployed people are brought into the organization. Job rotation has been defined as systematic movement of employees from one job to another at planned intervals (Dessler & Varkkey, 2009; Malinski, 2002).

Bennett (2013) suggests two forms of job rotation: These are within function and gross functional rotation. He explains that within-function rotation means rotation between jobs with the same or similar levels of responsibility and within the same operational or functional area. Cross-functional rotation according to Bennett (2013), means “movement between jobs in different parts of the organization over a period of time”. However, rather than rotating between a number of jobs that are in the same group and closely related to each other, the individual or new employee would rotate through a number of jobs in different departments. This method provides the individual or new employee with developmental opportunities and such methods can also be used by the organisation to gather data about their skills, interests and potentials to indicate their final placement.

Concept of Employees Performance

Staff performance is the measure of whether a person executes their job duties and responsibilities satisfactorily. Employee performance can also be defined as how well employees carry out job related activities assigned to them in regard to facilities provided and their efficiency in utilizing such (Bruce, 2010). Campbell (1993) defines employee performance as a measure of how well an individual carries out tasks assigned to them all dependent on a single person. He further defines performance in relation to behavior which differentiates performance from outcomes. Outcomes result from external influences as well as an individual's outcome, which can be in the form of non-observable actions such as decisions and answers. However, performance is under an individual's control whether it is mental or behavioral.

Muhammad (2013) explains that employee performance is among the leading factors that influence an organization's success. The level of productivity of an individual employee is benefits both the employees and the organization. According to Bandura (1997), employees who record high performance show high levels of mastery of job and high self-efficacy. The many rewards associated with high employee performance enhance their career opportunities (VanScotter et al., 2000). The significance of measuring performance is cited by Haden (2013), who explains that it should be conducted as an ongoing process. The author further explains that the performance evaluation should entail all the aspects of employee achievements and work ethics. Multiple tools of measuring performance have been developed and businesses have the liberty of choosing the one that best suits them. However, the 2014 Global Assessment Report points that organizations use either talent metrics or objective metrics to track performance. Rachel Scott, 2016 proposes five metrics for measuring an employee's performance. She says that performance can be measured by looking at the attendance of an employee i.e. punctuality and consistency in carrying out their duties. How helpful employees are to their colleagues and other stakeholders. The output of an employee is determined by their efficiency in carrying out tasks, their initiative and the quality of work they give.

Employees' performance has received wide attention in literature and research due to its importance since every organization aims to achieve high performance (Ojo, 2009). Employees are people who are hired, working on the basis of part time or full time under an employment arrangement, whether it is in written or oral expression. It also includes agreement on the remuneration and the kind of duties expected of the employee within a time frame (Shumen, 2009). Performance is the achievement of a set of assigned tasks that are anchored to time, with a result indicator that would measure the accomplishment level of the task assigned, which can be measured only when a performance standard has been put in place (Shumen, 2009). Employee's performance thus refers to the observable behaviors and actions which explain how a job is done, (McNamara, 2005). Thus, employees' performance can be defined as the way to perform job tasks according to the prescribed description. According to Kazmi (2008), employees' performance is the result of three factors; skill, effort and the nature of work conditions. The skills include knowledge, abilities and competencies the employee brings to the job. Effort is the degree of motivation the employee puts forth toward getting the job done while nature of work conditions is the degree of accommodation of these conditions in facilitating the employees' productivity.

Employee performance is defined as the employees' outcome or contribution in reference to the attainment of set goals (Herbert, John & Lee 2000). Performance may be used to describe what an organization's accomplishments in reference to processes, relevance, results, and success Uganda National Development Program (1995). Employee performance is also defined as the achievement of set standards in terms of accuracy, and completeness over a specified period of time (Afshan et al., 2012). The level of employees' performance is dependent not just on their actual skills but also on the level of motivation exhibited by the individuals. Motivation is an inner drive or an external inducement to behave in a particular way. In typical situations, this is a way that will lead to rewards (Barney, 1991). Overachieving and talented employees are the driving force of all organizations so it is essential that, organizations strive to motivate and hold on to the best employees. The quality of human resources management is a critical influence on the performance of the institution (Dessler, 2003). Effective employees use their knowledge and skills to do their jobs in the correct way. All the activities performed by employees in an organization regardless of their departments are interrelated and affect the overall performance of the organization. It is important therefore, that all section heads understand that the ineffectiveness of employees under their supervision adversely affects the performance of the organization as a whole. This poor performance lowers the organization's competitive advantage in the market (Chei et al, 2014)

Empirical Studies

Macf and Mam (2014) investigated the effect of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka and which factors of job design highly influence on employees' performance in the organizations. To analyze this condition, one hypothesis was formulated using deductive approach. The study was conducted by using a random sample of five school in Kalmunai Zone. Type of investigation was correlational and it was cross-sectional on time horizon. The unit of analysis was organizational level; each school. Teachers served as respondents on behalf of the firm. Measures of the study were of good quality after assuring reliability and validity. Data were collected from 103 respondents which was 100% response rate. In order to test the hypothesis that was concerned with relationship between perceived level of job design and perceived degree of employees' performance the Pearson Product-Movement Correlation technique was applied. The results of the study showed a significant and positive effect of perceived level of job design and perceived degree of employees' performance in the schools. Found effect was significant (correlation coefficient was .363 that was significant at 0.01 level) implying that a school should adopt an effective task identity, autonomy and feedback in order to improve teachers' performance.

Nisbat and Muhammad (2014) studied the effect of Job Design on Employee Performance, Mediating Role of Job Satisfaction: A Study of FMCG's Sector in Pakistan. Quantitative method of research was adopted and received 90% responses out of 150 sample size. Findings of the present research indicate a positive effect between job design and employee performance. While the mediating effect of Job performance is also found having a positive effect on employee's performance

Essays (2013) investigate the factors of job design on employee performance in private schools. This research is designed to analyze five dimensions of the job: Skill variety, Task identity, Task significance, Autonomy and Feedback. And three dimension of the employee performance. Trait, Behavior and Result. The data was gathered through some secondary sources such as internet while some primary sources were also used. The study was conducted by using a random sampling of any four schools. The sample size chosen is 60 employees; the individuals were surveyed through questionnaires. The study found that the job design is significantly and positively related to its employee performance.

Moeed, Ambreen, Kashif, Abdul and Abdul (2013), studied the effect of Job Design on Employee Performance (A Study of Fertilizer Companies Listed in Lahore Stock Exchange) Job Design, Job Enrichment, Job Enlargement, Motivation, Brain Drain, Performance and Reward are some factors which captured the attention of the organizations. This Research exists in the orbit of the topic "Effect of job design on Employee Performance" and declares 6 variables of job design which is Independent Variable and to find the effect of these variables with employees performance through correlation and linear regression technique. Through Questionnaire, Primary data are collected by the use of SPSS and Excel 2007, the results are concluded that there is a strong positive correlation effect on Job Design and Employee Performance and both of these variables move in the same direction.

Job Rotation and Employees Performance

Shahin and Badri (2013) effects of job rotation patterns on the performance of employees in Keshavarzi Banks of Gilan considering the skill diversity and job performance and providing effective guidelines to enable managers to lead the organization toward a better future by desired policies. Statistical population consists of 218 employees from 30 branches of Keshavarzi Bank in three south, centre, east and west districts. The sample size was 137 estimated by Cochran formula. Hence, LISREL software was used to test the significant effect of job rotation and performance by mediating the role of skill variation and job performance by modeling structure equations. The results show that job performance is not directly influenced by job rotation. Job rotation positively influences job performance mediated by skill variation.

Dora (2012) used an exploratory and descriptive design to study the effect 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 performance with the programme. The study revealed that the respondent's appreciate the effectiveness of job rotation programme in their organization.

Vanessa and Farlane (2018) identified about the role of job rotation practices towards employee performance in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) and to describe and explore "The Role of job Rotation Practices towards Employee Performance in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL)". This research is using qualitative research method that explores the theories from several journals, articles, books and previous research. The type of this research is a descriptive research. Population in this research is the entire employee in KPKNL that ever experienced job rotation. This study found that job rotation bring positive effect on the employee, develop employee performance and there are 3 major factors which is efficiency, productivity, and quality that become the measuring instrument of employee performance.

Saravanan, Feseela and Anees (2017) studied the effect of job rotation on employees' performance in the public industry sector of Nilambur Taluk of Malappuram district. The study is based on both primary and secondary data. Primary data are collected through by using questionnaires and the secondary data were collected through various relevant records. The samples are selected 60 from public industries and the 60 from the public sector industries in Nilambur Taluk of Malappuram district. They were selected by using convenient sampling method. The classified data is tabulated and statistical tools like percentages; mode, etc are used for analyzing data. From the study, it is clear that job rotation have a significant positive effect on performance of employees.

Wisdom (2006) examined the effects of job rotations and employees' performances in manufacturing companies in Nigeria. It was mainly concerned with assessing, evaluating, and ascertaining the overall effect of job rotation on productivity, improvement of skills, talents, and correction of irregularities. The article reveals that; there is a significant and favorable effect on job rotation and 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.

Asieh and Reza (2016) investigated the effect of job rotation on 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 terms of aim is functional. According to this, 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 positive effects on job rotation and employee performance were observed.

Mohammed, Al and Yousif (2015) identified the employees view about job rotation through dimensions (benefits, disadvantages & obstacles) and how is it effects on their performance at Red Sea university in Sudan, Also know the significant effect on employees, performance and years of experience, The results of study showed that there is no statistically significant effect on 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 positive effect years of experience and Job Rotation (significant <0.05).

Dayanath and Sanjana(2014) assessed employee perceptions of the effect of job rotation on employees, production, the organization and on job security. Biographical influences (gender, age, marital status, division, organizational level, tenure) regarding these effects 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 effect on employees, productivity, job security and on the organization respectively.

Austin and Lawrence (2015) carried out a research in 2012-13, in order to study the effect on job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces. The research method is correlative in which Pearson correlation coefficient and multiple linear regressions are used for testing the hypotheses. Statistical population includes all official staff, 161 individuals, working in Customs organization of Golestan and Mazandaran Provinces that according to Morgan's table 114 individuals were selected as sample. In order to collect required data two standard questionnaires (job rotation and staff performance questionnaires) were utilized. According to calculations, reliability coefficient of questionnaire was estimated at 95%. Also, this amount was calculated with both software SPSS and Cronbach's test which is desirable coefficient and indicates high reliability of measurement tool. Finding of this research showed that there are significant effect of job rotation on staff performance, management style in organization and staff performance, organization goals of job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces.

Farshid and Mojtaba (2017) evaluate the effectiveness of job rotation system and its effect on employees' readiness for organizational change in the Maskan companies in the city of Tabriz. For this purpose, the effectiveness of job rotation system is defined based on the theory of Nana Edom and employees' readiness for organizational change as three main hypotheses have been developed. The statistical population includes employees of Maskan companies in the city of Tabriz, equal to 485 people. The sample estimated 214 employees by using the Cochran formula and selection performed by stratified random sampling method. Data collection tool was two questionnaires: the effectiveness of job rotation system referred to Nana Edom and employees' readiness for organizational change by Dunham et al. After ensuring the validity and reliability, the questionnaire was distributed among them. For statistical data analysis, descriptive and inferential statistical methods were used. Thus, for classifying, summarizing and describing statistical data, we used descriptive statistics methods, and to test hypotheses, t-test, Kolmogorov-Smirnov, r-Pearson and Spearman regression in SPSS software were used. The results show that the effectiveness of the job rotation system and employees' readiness for organizational change in the Maskan companies in the city of Tabriz level is higher than average. The results of this study show that the effectiveness of the job rotation system on employees' readiness for organizational change in the Maskan companies in the city of Tabriz is influential.

Liliana and Inês (2015) studied the influence of job rotation between units of the same service in the nurses' job performance. They used observational, analytic, cross-sectional and quantitative study using a questionnaire and subsequent bivariate descriptive statistical analysis. Statistically significant results were found in the variables related to the nurse's service, performance with the number of shifts, pace of work, and technicality. The nurses whose performances were very low on the scale were rated low on job rotation professionally. On the other hand, the nurses whose performances were high on the scale were rated high on the scale used. Thus, a qualitative or mixed study should have been developed. The engagement of nurses in the decision-making process, particularly regarding the rotation system, should be continuously valued, as it allows nurses to expand their field of action and achieve better results.

Benjamin (2014) investigated job rotation as a strategy of high performance workplace in Lake Victoria North Water Services Board in Kenya. High Performance Workplace is very critical to an organization as it determines its profitability and given the need to sustain competitive advantage and to improve organizational performance, a number of organizations have adopted job rotation as a strategy to sustain their existence in the industry. The study utilized explanatory survey design, stratified sampling and simple random sampling in obtaining the respondents. Structural equation model was used for model specification and hypotheses testing. The results of the SEM indicated that job rotation significantly predicted high performance workplace ($\beta=0.38$, $CR=5.938$, $p<0.001$) thereby supporting prior research. The study contributed to development of measurement

of variables, factor reliability coefficients and job rotation model. The findings further indicate that organizations can improve performance by enhancing job rotation strategy.

Akudugu, Vitus and Abudu (2016) employed descriptive survey to investigate the determinants of Job Rotation among the administrative staff at Tamale Polytechnic. A multi-stage sampling technique was employed for the study. The population was stratified into Senior Members (35), Senior Staff (45) and Junior Staff (55). Krejcie and Morgan (1970) table was used to select (32) Senior Members, (40) Senior Staff, and (48) Junior Staff respectively. Simple Random Sampling was used to select the required numbers from their respective populations. The instruments employed for the collection of data were questionnaires validated with the help of experts and pre-tested to ensure reliability.

Regression analysis was used to analyse determinants of Job Rotation as assessed by Senior Members, Senior Staff, and Junior Staff computed at $p < 0.05$. The predictors in the construct were Age, Gender, Socio-cultural relationships, Performance, Training and Motivation of employees, while the 'Number of Times Rotated' in the institution formed the dependent variable. The assessment of Senior Members showed that, Performance, Training and Motivation of employees contributed largely to the explanation of the dependent variable 'Number of Times Rotated'. This was found to be significant at .05, .04, and .03. Equally, Socio-cultural relationships, Performance, Training, and Motivation of employees contributed greatly to the explanation of the dependent variable 'Number of Times Rotated' and this was found to be significant at .03, .04, .04, and .03 as assessed by Senior Staff, and .01, .02, .04, and .02 as assessed by Junior Staff. To this end, the study recommends for the provision of a Job Rotation Policy that would clearly state the basis for such exercise to help increase the confidence of staff in the system.

3. Theoretical Framework

Herzberg's Two Factor Theory

One of the primary interests of organizations is to satisfy the needs of employees, which is described in the Herzberg's (1957) Two Factor Theory. Based on the approach, employees motivation is greatly influenced by their attitude towards work. The theory holds that employees attitude towards work is determined by the work situations that define how they feel about their jobs. According to Herzberg, the factors that promote employee motivation differ from those that cause their job low performance. This implies that performance cannot be considered as an opposite of low performance. Employee motivation is influenced by the ability of the company to meet physiological and psychological needs. The former refers to monetary compensation that enables employees to pay for basic necessities such as food and shelter while the latter refers to factors such as working conditions that promote employee career development. Employee performance is determined by intrinsic or motivating factors while low performance results from hygiene factors or extrinsic motivators.

Herzberg argues that the extrinsic motivating factors have no effect on the performance of employees but their absence results into low performance. These factors include job security, salary and other fringe benefits. The intrinsic motivators, on the other hand, provides employees with extra motivation to work hard. They include involvement in decision-making and recognition. Both the extrinsic and intrinsic motivators are independent such that the presence of one factor does not affect the other. The Two Factor Theory holds that organizations should combine both the hygiene and motivating factors for optimal employee productivity. Businesses should structure the jobs in a way that makes it interesting to the employees. Aspects such as job enlargement are useful in promoting employee's motivation because they are offered a wide variety of tasks that reduce monotony and boredom.

Additionally, the employees are empowered to make decisions about their jobs, which motivate them further. The Two Factor Theory holds similar principles with McClelland's Achievement Need Theory as well as Maslow's Needs Hierarchy. It is crucial for organizations to understand that the failure to provide the expected hygiene factors may lead to loss of motivation by the employees, which affects organizational success negatively. While the extrinsic motivators present the lower level of hierarchy in Maslow's theory, the intrinsic motivators present the upper levels in the hierarchy such as self-esteem and self-actualization. It is crucial for the management to understand that these factors are crucial to team performance and individual empowerment.

Although, the Two Factor Theory provides important insights about employee motivation and productivity, critics argue that it is inaccurate. The theory assumes that job performance results to increased employee productivity, which is not true. However, despite the weakness, the theory cites that, "motivation comes from within the employees based on the working conditions". Thus, managers need to consider both the

hygiene and motivating factors in organizations. Jobs should be structured in a way that employees are offered opportunities to develop their careers as they meet organizational needs.

Maslow's Hierarchy of Needs Theory

Abraham Maslow's Hierarchy of Needs Theory was aimed at understanding what motivated individuals. Maslow (1963) postulates that; "individuals are motivated to accomplish certain wants; some wants are more of a priority than others". Maslow maintains that employees have a set of motivational systems that are unrelated to rewards or insensible desires and when a need is filled an individual seeks to perform the next one and order follows. In accordance with the theory of hierarchy of needs, this is exactly what is happening even today. This theory is instrumental in understanding individual motivation, training and personal growth. The argument put forward by Maslow is that managers could drive motivation in an organizational setting through accomplishing the wants of the employees and prioritizing the most important needs to them. Needs are organized into a hierarchical manner and it is only after a meeting a need at a lower level that that a worker would develop the urge to have the next need on the hierarchy performed (Tay & Diener, 2011).

The psychological needs form the first level in the hierarchy, these comprise of the basic needs for survival and they include food and shelter. Such needs can be performed by way of a pay cheque. The second level represents the safety needs which consist of health, family and the security of one's job. An employer can use work benefits to perform these needs and provide a safe and conducive work environment. Social needs which consist of friendship, family and intimacy form the third level of needs. These needs can be met by engaging in team building activities and team work at the work place. The fourth level is made up of esteem needs which relate to recognition received from others as well as a person's self-esteem levels. Self-actualization needs form the fifth level this refers to the desires an individual has for self-fulfillment and their potential development to fulfillment. One of the ways that employers can fulfill the needs of employees is by taking into account the professional goals of employees such as, esteem needs achievement, status, responsibility, reputation Self-actualization personal growth and fulfillment, Social needs family, affection, relationships, and work group, etc. Safety needs protection, security, order, law, limits, stability, etc. Physiological needs basic life needs -air, food, drink, shelter, warmth, sex, sleep, etc. when assigning tasks. The employers should assign employees tasks that will help them develop their careers and attain empowerment. Going by Maslow's theory, it is impossible for managers to successfully apply a single motivation theory to enhance the productivity of their workforce. For the managers to maximize the performance of employees, it is crucial to design their jobs in a manner that meets the social and personal needs of the employees as well as provide financial rewards.

Although the Maslow's theory provides important insights about motivation and organizational productivity, it has limitations. Critics argue that, the application of Maslow's theory is difficult because different people have various perceptions about their needs. The employees also have various effects on the motivating factors and their needs. For example, employees who are motivated financially consider the earning power as an important aspect of their self-esteem thus work harder to increase their earning opportunities.

Contrary, employees who are motivated by extrinsic factors such as; recognition sees monetary rewards as mere cash aimed at meeting their security needs. Such employees desire to achieve more than just monetary gains.

Method and Data

The study covered the period of 14 years, from 2004 to 2018. The study adopted the Herzberg's two factor theory and Maslow's hierarchy of needs theory. Research design adopted was survey research design. The population is one thousand nine hundred and twenty five, consisting of academic and non-academic staff of the Polytechnic. The study used primary data employing the use of self-administered structured questionnaires and four point likert scale. The data collected for the work were analysed using descriptive statistics and Pearson Product Moment Correlation Coefficient. The research found that Job rotation,

The sample size for this study was determined by the use of Yamane (1971) sample size formula where samples of 331 employees were obtained. This formula was used to effectively determine the most appropriate sample size, irrespective of how large the population is.

The Yamane (1971) formula is given by:

$$n = \frac{N}{1 + Ne^2}$$

Where:

N	=	Population size
1	=	Constant
e	=	Margin of error (5%)
n	=	Sample Size

Substituting into the formula we have:

$$n = \frac{1925}{1 + 1925(0.05)^2}$$

$$\frac{1925}{1 + 1925(0.0025)}$$

$$\frac{1925}{1 + 4.8125}$$

$$\frac{1925}{5.8125} = 331 = 331$$

Proportional allocation formula was also applied to each stratum to ensure even-spread as captured in Table 2. The proportionate formula used is given as:

$$nr = \frac{nrh}{n}$$

Where:

nr	=	Number allocated to each class strata
n	=	Sample Size
rh	=	Total population of each strata
N	=	Population size

Table 3.1: Sample of Selected staff of Federal Polytechnic, Nasarawa.

S/N	Categories	Population	Sample
1	Academic	1561	1561*331/1925=268.4
2	Non- Academic	317	364*331/1925=62.59
	Total	1925	331

Source: Field Survey, 2018.

The questionnaires were tested for reliability to assure that it's able to address appropriately, the questions being answered. To ensure reliability of the research instruments, the researcher tested and re-tested the instruments in different situations to check if the results were similar. The most convenient method for testing the internal consistency is the Cronbach's Alpha co-efficient. The Cranach's Alpha co-efficient is a numerical value that can range from zero to one. For research purposes, tests with reliability score of 0.7 and above was accepted as reliable. The table below indicates the reliability of the variables.

Table 3.2: Result of Reliability Test

Variable	No of Questions	Alpha Values
Employee job performance	3	0.81
Within function rotation	3	0.89
Cross functional rotation	3	0.93
Skill variety	3	0.86
Task identity	3	0.87

Task significance	3	0.88
Antinomy	3	0.83
Feedback	3	0.97
Task structuring	3	0.99
Job arrangement	3	0.86
Checking meaningfulness of a job	3	0.84

Source: Computation with SPSS 25.

In the case of this study, the levels of alpha values were above the 0.7 to be accepted as reliable, so the values are reliable.

The collected data was analyzed by making use of descriptive statistics, which enabled the researcher to synthesize and summarize the qualitative data. The descriptive statistics described the sample in terms of the responses to the questions using frequencies, means and standard deviations. Descriptive statistics including frequency and percentage were computed. The mean, and standard deviation of the responses with four-point Likert scale (strongly agreed = 4, agreed = 3, disagreed = 2, strongly disagreed = 1) was also computed. A mean cut value of 2.50 was used expected mean of the responses. This is illustrated below:

Strongly agreed = 4

Agreed = 3

Disagreed = 2

Strongly disagreed = 1

Number of options (N) = 4

$$\text{Mean score} = \frac{\sum x}{N}$$

$$= \frac{4 + 3 + 2 + 1}{4} = \frac{10}{4} = 2.5$$

Hence, the mean cut value of 2.50 will be used as basis for conclusion.

Pearson Product Moment Correlation Coefficient was used to determine the relationship between the dependent the study variables.

The Pearson's Correlation is computed using the formula below:

$$r = \frac{\sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

4. Analysis and Results

Table 4.6: Mean and standard deviation of within job rotation on performance of employees in Federal Polytechnic Nasarawa

S/No	Item	Mean	SD	Remark
1	Employees in Federal Polytechnic Nasarawa have the same level of responsibility.	2.65	0.83	Accepted
2	Similar levels of responsibility are given to the staff in Federal Polytechnic Nasarawa.	2.95	1.20	Accepted
3	Employees do not have same or similar level of responsibilities or operational areas in Federal Polytechnic Nasarawa.	3.20	0.91	Accepted
Cluster Mean		2.85	1.07	Accepted

Scale Mean 2.50

Source: Field Survey 2018.

Table 4.6 presents the cluster mean and standard deviation on influence of within job rotation on performance of employees in Federal Polytechnic Nasarawa. Since the cluster mean of 2.85 and standard

deviation of 1.07 is above the cut-off point of 2.50, it was accepted that within job rotation significantly influence performance of employees in Federal Polytechnic Nasarawa.

Table 4.7: Mean and standard deviation of cross job rotation on performance of employees in Federal Polytechnic Nasarawa

S/No	Item	Mean	SD	Remark
1	Works responsibility is rotational in the various departments.	2.82	1.90	Accepted
2	Employees in one department are moved to another in Federal Polytechnic Nasarawa.	2.70	1.20	Accepted
3	Employees are given responsibilities outsider their field of study that they cannot perform in Federal Polytechnic Nasarawa.	3.20	0.91	Accepted
Cluster Mean		2.97	1.28	Accepted

Scale Mean 2.50

Source: Field Survey 2018.

Table 4.7 presents the cluster mean and standard deviation on influence of cross job rotation on performance of employees in Federal Polytechnic Nasarawa. Since the cluster mean of 2.97 and standard deviation of 1.28 is above the cut-off point of 2.50, it was accepted that cross job rotation significantly influences t performance of employees in Federal Polytechnic Nasarawa.

The analysis and results of data from the respondents was based on research questions.

Research Question

What is the effect of job rotation on employees' performance in Federal Polytechnic Nasarawa, Nasarawa State?

Test of Research Hypothesis

The hypothesis of the study was tested using Pearson Product Moment Correlation Coefficient (PPMC).

Hypothesis

H0: Job rotation has no significant effect on employees' performance in Federal Polytechnic Nasarawa, Nasarawa State.

Table 4.15: Pearson Production Moment Correlation of the effect of Job rotation on employees' performance in Federal Polytechnic Nasarawa, Nasarawa State

S/N	Variables	Mean	r-calculated	Df	r-tabulated	Level of Significance 0.05
1	Job rotation	2.85	0.82	229	0.16	Significant
2	Performance	2.80				

Source: Field Survey 2018.

N =331

Table 4.15 showing the result of Pearson product moment correlation coefficient (r) analysis of the relationship between Job rotation and employees' performance in Federal Polytechnic Nasarawa, Nasarawa State. The r-calculated value is 0.82 and the degree of freedom (df) of 299 with mean of 2.85 was found to be significantly higher than the r-table value of 0.16 at 0.05 level of significance. Since the r-calculated value is higher than the r-table value, the null hypothesis is therefore rejected, indicating that there is a significant effect job rotation on employees' performance in Federal Polytechnic Nasarawa, Nasarawa State.

5. Discussion of Findings

The results of the analysis indicate that there is significant effect on the job design and employees' performance in Federal Polytechnic, Nasarawa. This implies that the job design variables job rotation inclusive; contribute significantly to employees' performance in the organization. The study is in line with the finding of Macf and Mam (2014) and Nisbat and Muhammad (2014) who found that there is statistical significant effect on the job design and employees' performance.

The study is also not in tandem with the findings of Edward (2016) who found insignificant negative effect on job design and employees' performance in organizations. The study is also in tandem with Herzberg Two Factor Theory which states that employee attitude towards work is determined by the work situations that define how they feel about their jobs and that businesses should structure the jobs in a way that makes it interesting to the employees. Aspects such as job enlargement are useful in promoting employee motivation because they offered a wide variety of tasks that reduce monotony and boredom.

The study found that there is positive and significant effect on job rotation and employees' performance in Federal Polytechnic Nasarawa. Other findings were that there is positive and significant effect on within functional rotation and employees' performance in the organisation and there is positive and significant effect on cross functional rotation and employees' performance in the institution. The finding is in line with Shahin and Badri (2013) who found a statistical significant effect on job rotation and employees performance.

Conclusions

The following conclusions were drawn from the results of the findings:

Job rotation has a positive and significant effect on employees' performance in Federal Polytechnic Nasarawa. Other conclusions were that there is positive and significant effect of within functional rotation on employees' performance in the organisation and there is positive and significant effect of cross functional rotation on employees' performance in Federal Polytechnic Nasarawa.

Recommendations

The study recommends the following;

Federal Polytechnic Nasarawa, Nasarawa, should continue to apply job rotation as a job design since it contributes to employees' performance. They should rotate the job of the employees within functional area as well as cross functional area since it ensure employees performance in the organization.

Limitations of the Study

Although there are many Polytechnics in Nigeria, but this study is limited to only Federal Polytechnic Nasarawa, Nasarawa state. The study covers job design and employees performance. The study is limited to job rotation.

Again, the researcher could not consider the entire components of job design which formed part of limitations to the study.

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