

# Impact of Job Rotation on Staff Motivation: A Study of Senior Staff in the Registrar's Department of the College of Technology Education, Kumasi

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**Abstract:-**The study investigated the perception of administrative staff on job rotation on senior staff in the Registrar's department of a satellite campus of a multi-campus public university in Ghana. The research was to find out why some senior staff in the registrar's department were reluctant to change to a new department after job rotation whilst others willingly agreed. The study adopted a descriptive study design. The stratified sampling technique was used to select respondents from the Registrar's Department. The study found that staff job rotation was perceived to be enhancing the effectiveness of senior staff in the registrar's department, and maintaining balance in staff strength among departments. Respondents also perceived that job rotation helped to maintain balance in staff quality among departments. The study found that the perception of senior staff in the Registrar's department on job rotation influenced their drive to work.

**Keywords:** Job rotation, perception, effectiveness

## I. INTRODUCTION

The dynamic nature of the internal and external environments of the tertiary education industry demands the adoption of an appropriate management approach or philosophy for a tertiary educational institution to remain competitive and relevant. Experience has shown that though individuals join and remain in organisations for a number of factors, the most important factors that attract, motivate and retain higher achievers/performers in organisations include providing the workforce with challenging tasks and equipping them with the requisite knowledge, competences, attitudes, behaviours, skills, experiences, creativity and other relevant attributes to perform their roles effectively (Saravani & Abbasi, 2013).

Due to this and other factors, most forward looking organisations now adopt the resource based approach/philosophy to management as a means of competing and winning the appropriate market share. This approach believes that the organisation's most important resource is its human resource and they must be developed and motivated to be highly committed to and be highly involved in the organisation's activities in order to ensure high performance (Armstrong & Armstrong, 2009).

Human Resource Management (HRM) practices are considered as a series of actual programmes, processes and techniques which are established and enforced by its organisation (Huselid & Becker, 2010). Dessler & Varkkey (2009) specify that HRM practices itself cannot have impact on employee's commitment, but it is after the implementation of the practices that triggers employees' perceptions of whether a practice is fair or favourable to them. Job rotation permits individuals to gain experience in various phases of the business and broaden their perspective. It also helps employees to learn several different skills and perform each task for a specified time period.

This study seeks to examine the perception of administrative staff in the Registrar's Department in the College of Technology Education, Kumasi (COLTEK) of the University of Education, Winneba (UEW) on job rotation. UEW is a public university in Ghana, it has four campuses spread across two regions in Ghana. The University is charged with the responsibility of producing professional educators to spearhead a new national vision of education aimed at redirecting Ghana's efforts along the path of rapid economic and social development.

## II. PROBLEM STATEMENT

The College of Technology Education, Kumasi (COLTEK), a satellite campus of the University of Education, Winneba (UEW) uses a number of HRM practices to drive its staff towards the achievement of the objectives of the institution and to compete effectively in the academic environment. Significant among the HRM practices include intensive staff training and development, job rotation, extra duty allowances and incentive system and performance appraisal.

As an HR tool, Job rotation is an excellent way for organisations to develop employees, managers and executives. It enables the training of employees to be backups for other employees so that the organisations have a more flexible work force and a ready supply of trained employees which serves as a competitive edge for organisations. Even though job rotation

has all these benefits that can help boost the efficiency of staff that are reshuffled, some senior staff in the Registrar's department at COLTEK feel reluctant to completely submit to this HR practice. It is in this light that this study examined the impact of job rotation as an HRM practice used in the Registrar's Department of COLTEK.

### III. OBJECTIVES OF THE STUDY

The main objective of the study is to examine the impact of job rotation on the motivation of Senior Staff in the Registrar's Department at COLTEK. Specifically, the study sought to:

1. Assess the perception of senior staff in the Registrar's Department on job rotation practice.
2. Examine the factors that influence the implementation of job rotation.
3. Examine the effects of job rotation on the motivation of senior staff.
4. Determine the challenges senior face in the implementation of job rotation.

### IV. RESEARCH QUESTIONS

To achieve the stated objectives, the study was guided by the following research questions:

1. How do senior staff in the Registrar's Department perceive the practice of job rotation?
2. What factors influence the implementation of the job rotation practice?
3. How does job rotation practice affect the motivation of senior staff?
4. What challenges does senior staff face in the implantation of job rotation?

### V. LITERATURE REVIEW

#### 5.1 Concept of Job Rotation

Job rotation has been defined as systematic movement of employees from one job to another at planned intervals (Dessler and Varkkey, 2009; Malinski, 2002). It involves periodic shifting of employees from one task to another where each task requires different skills and responsibilities (Sanali, Bahro, & Dousin, 2013; Atambo & Ayaga, 2016). Baro (2012) maintain that job rotation exists when employees rotate across many positions, in varying intervals and durations, in order to gain exposure to different roles and functions. It is a process by which an employee of a unit or department can learn diversified job skills during a specific period of time (Mohan & Gomathi, 2015)

It involves a process of switching a person from job to job thereby increasing an employee's capability and value to an organisation (Edwards, 2005). On top of allowing employees to learn job skills from different departments, job rotation eliminates employee fatigue caused by tedious job assignments by changing such assignments; the challenge of these new assignments can encourage an employee's

enthusiasm once again, and improve employee morale to increase output (Anil & Brian, 2004; Tarus, 2014). Job rotation also serves as alternative to job specialization by reducing employee boredom and facilitating more of an understanding about the organisation (Holle, 2005). It also serves as a practical approach to enriching and expanding job assignments (Davis and Jorgensen, 2005).

Eriksson & Ortega (2004) tested three theories of why organisations introduce job rotation, "employee learning, employer learning, and employee motivation."

- *Employee learning*: the theory states that, "employees who rotate accumulate more human capital because they are exposed to a wider range of experiences. The more an employee moves, the more he learns" (Eriksson & Ortega, 2004, p.2).
- *Employer learning*: the theory states that, "the firm itself learns more about its own employees if it can observe how they perform at different jobs. To find the job that an employee is best at, the employer needs to move the employee around and observe how he performs at each position" (Eriksson & Ortega, 2004, p. 2).
- *Employee motivation*: the theory states that, job rotation "motivates employees who would otherwise become bored and tired of always performing the same tasks" (Eriksson & Ortega, 2004, p. 2).

The results of their study indicated that the "likelihood of job rotation increases with firm size, stronger presence of unions, the proportion of females in the firm's workforce and the homogeneity with respect to experience of the workforce" (Eriksson & Ortega, 2004, p. 16).

#### 5.2 Objectives of Job Rotation

Ortega (2001) points out that the rationale for implementing a job rotation design system may vary depending on business goals and HRM practices. He further outlines the following as some objectives of job rotation:

- *Reducing Monotony of the Job*: Ortega (2001) opines that the first and foremost objective of job rotation is to reduce the monotony and repetitiveness involved in a job. It allows employees to experience different type of jobs and motivates them to perform well at each stage of job replacement.
- *Succession Planning*: The concept of succession planning is 'Who will replace whom'. Its main function of job rotation is to develop a pool of employees who can be placed at a senior level when someone gets retired or leaves the organisation. The idea is to create an immediate replacement of a high-worth employee from within the organisation.
- *Creating Right-Employee Job Fit*: The success of an organisation depends on the on-job productivity of its employees. If they are rightly placed, they will be able to give the maximum output. In case, they are

not assigned the job that they are good at, it creates a real big problem for both employee as well as organisation. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation.

- *Exposing Workers to All Verticals of the Company:* Another main function of job rotation process is to exposing workers to all verticals or operations of the organisation in order to make them aware how company operates and how tasks are performed. It gives them a chance to understand the working of the organisation and different issues that crop up while working.
- *Testing Employee Skills and Competencies:* Testing and analysing employee skills and competencies and then assigning them the work that they excel at is one of the major functions of job rotation process. It is done by moving them to different jobs and assignments and determining their proficiency and aptitude. Placing them what they are best at increases their on-job productivity.
- *Developing a Wider Range of Work Experience:* Employees, usually do not want to change their area of operations. Once they start performing a specific task, they don't want to shift from their comfort zone. Through job rotation, managers prepare them in advance to have a wider range of work experience and develop different skills and competencies. It is necessary for an overall development of an individual. Along with this, they understand the problems of various departments and try to adjust or adapt accordingly.

### 5.3 Benefits of Job Rotation

The value of job rotation has long been espoused in promoting employee learning, and career development (Campion, Cheraskin & Stevens, 1994). Numerous firms have used job rotation as a tool to improve employee performance by providing task variety and enhancing employee socialisation (Tarus, 2014). Although job rotation strategies may not be practical for all businesses, strategies that are implemented across lower-level and less specialised positions provide many advantages to businesses and employees. The first advantage of job rotation is burnout reduction. Hsieh and Chao (2004) indicate that when employees perform the same job functions each day without variation, they are likely to experience greater feelings of fatigue, apathy, boredom, and carelessness. Furthermore, employees are able to test many positions and subsequently focus on rotating between positions that enhance performance capacity, which increases their sense of worth and importance within the company. Hsieh and Chao (2004) proposed that job rotation may help employees to acquire multiple capabilities and expand vision, and that it can be an approach to reduce job burnout.

According to Campion, Cheraskin and Stevens (1994), job rotation produces two beneficial effects. First, an employee who rotates accumulates experience more quickly

than an employee who does not rotate. Hence job rotation is mentioned as an effective tool for career development. Second, an employee who rotates accumulates experience in more areas than an employee who does not rotate. Hence, if an employee rotates more frequently, it is easier to train him to become a generalist.

Job rotation “provides an organisational overview, encourages interdepartmental cooperation, brings fresh viewpoints to otherwise stagnant sections of the organisation, and it promotes flexibility (Rohr, 2000, p. 20). It also contributes to career satisfaction by sharing the “good” and “bad” assignments, and provides the organisation the ability to rapidly fill vacancies (Rohr, 2000). job rotation produces innovation by improving a firm’s ability to generate and respond to change (Atambo & Ayaga, 2016). “Process style” innovations are produced because of workers knowledge of the overall relationship among tasks, “allowing workers to apply their knowledge of one task to the improvement of others” (Cosgel & Miceli, 1998).

According to Jaturanonda, Nanthavanij & Chongphaisal, (2006), job rotation increases employee motivation. As a result, it is important for business owners to provide opportunities to increase employee motivation because greater motivation promotes higher levels of organisational commitment and desire to grow within the company. When employees are given the opportunity to rotate between different positions, they enhance and improve their skills, abilities, and competencies, which lead to better job performance and greater likelihood of promotional advancement (Jorgensen, Davis, Kotowski, Aedla & Dunning, 2005). Furthermore, Jorgensen et al. postulate that employees that are engaged with a number of different positions throughout a company experience increased appreciation for co-workers and the interrelation between positions, which decreases animosity and enhances organisational commitment. Malinski (2002, pp. 9) sums the benefits as “reductions in boredom, work stress, absenteeism, and turnover and an increase in innovation, production, and loyalty.”

Although Job rotation presents many unique opportunities for businesses and employees, Ortega (2001) points out that the rationale for implementing a job rotation design system may vary depending on business goals and HRM practices. Whatever the reason; one thing is certain, businesses that implement a job rotation strategy unquestionably reap the benefits of added organisational success and more satisfied, motivated, and committed employees.

### 5.4 Risks and Barriers of Implementing a Job Rotation Program

Holle (2005) recalls that the cost and risk of rotation varied with the type of rotation or secondment experience. He continues that poaching of rotating personnel from the transferring office was a major concern; along with the

possibility, the employee would be reluctant to return to their original position after exposure new ideas or responsibilities. The original position may not exist, or managers may have learned to do without the individual rotating. Managers could be reluctant to commit staff that they have trained. A lack of clarity in expectations could reflect poorly on the employee or the transferring organisation. Additional risks included the perceived increased workload on remaining staff, and the time spent bringing a person up to speed (Tomar & Sharma, 2013).

Malinski (2002) identified several difficulties with implementation of a job rotation program such as resistance by experienced staff, educating and training staff for new jobs, fitting the skill level of the staff with the job and pay structure, the direct costs of implementation, and exposing untrained staff to hazardous situations in industrial settings. Identification of the specific process, the type of rotation, staff communication, and the length of training and the learning period all must be determined. Differences in skill levels among staff may be significant resulting in additional expense in upgrading staff or loss of productivity for some period. Malinski (2002) recognised that a unionised environment may restrict job rotation within particular job classifications. "If a strong labor union negotiates primarily on the basis of wages and disregards (or opposes) other job attributes, and then the firm would not be able to offer job rotation" Cosgel & Miceli (1998, p. 12).

Consequently, job rotation has to be an effectively planned process; it should be carried out in a way that employees will 'buy' into the idea, be encouraged to give feedback and make suggestions for improvement (Tomar & Sharma, 2013).

### 5.5 Motivation in the Workplace

If the treatment of employees is reasonably good but they express few positive attitudes toward their work and are unwilling to extend any extra effort for the company, then the organisation has a motivation problem (Tomar & Sharma, 2013). The effective manager must know what motivates someone to perform and how to satisfy the needs of the employee (Zubair, 2005). In order to understand how to motivate their subordinates, managers need to know what energises human behaviour; managers must realise that different people want various things from their job and there are different leadership styles; not one way or method of motivation will satisfy everyone (Sanali et al., 2013).

Since motivation gives direction and intensity to human behavior (Frymier 1974, as cited in Pardee, 1990), it follows that people will be highly motivated when they believe that:

- that their behaviour will lead to certain rewards,
- that these rewards are worthwhile and valuable, and

- they are able to perform at a level that will result in the attainment of the rewards (Burke 1987).

The problem in the immediate future will be not the lack of opportunities for the really motivated, but the lack of motivated people ready and able to take advantage of the opportunities (Tomar & Sharma, 2013). Zubair relates that esteem and self-actualisation seem to become more important as people mature (Zubair, 2005). Mohsan agrees by stating that the energising force of behavior shifts over a person's work life (Mohsan, 2012). Therefore, in order to motivate older workers higher level needs must be satisfied. Herzberg's theory can be very helpful to a manager in deciding how to develop a motivated workforce. If worker dissatisfaction is seen as the major problem, then the hygiene factors must be improved (Armstrong, 2006)

But to improve performance the manager must work on the motivators, and this means changing the nature of the work to make it more challenging and intrinsically rewarding (Armstrong, 2006). The components of an organisational reward system, such as money, fringe benefits, and promotion, are desired by the employee. The employee must perceive that variations in performance level will lead to variations in the amount of reward received (Zubair, 2005). Because human beings seek to satisfy two basic need systems, the management of people involves two problems - the proper management of hygiene needs and the proper management of the motivators (Herzberg 1976).

### 5.6 Job Rotation and Motivation

A growing trend in business management is to implement a job rotation strategy. Strategies can differ drastically, but business owners can be certain that implementing a job rotation strategy will enhance organisational success because of more satisfied, motivated, skilled, and committed employees (Black, Lynch & Krivelyova, 2004). Adentwi, Archer and Sam, (2008) believe that highly motivated staff usually have their morale boosted and will collaborate to ensure that the organisation succeeds and helps prevent disputes and conflicts.

Motivation then is one of three core components necessary for workplace training to be effective and lead to desired outcomes (Holton & Naquin, 2003). Organisational studies claim that job rotation is one of the strong predictors of employee motivation, commitment and job involvement. It reduces the boredom and fatigue of the jobs and enhances the employee motivation through diversification of the tasks which is highly recommended for the innovative organisations to develop the work-force in order to meet the current and future requirements of the dynamic corporate environment (Adomi, 2006; Huang, 1999; Campion et al., 1994).

### 5.7 Conceptual Framework

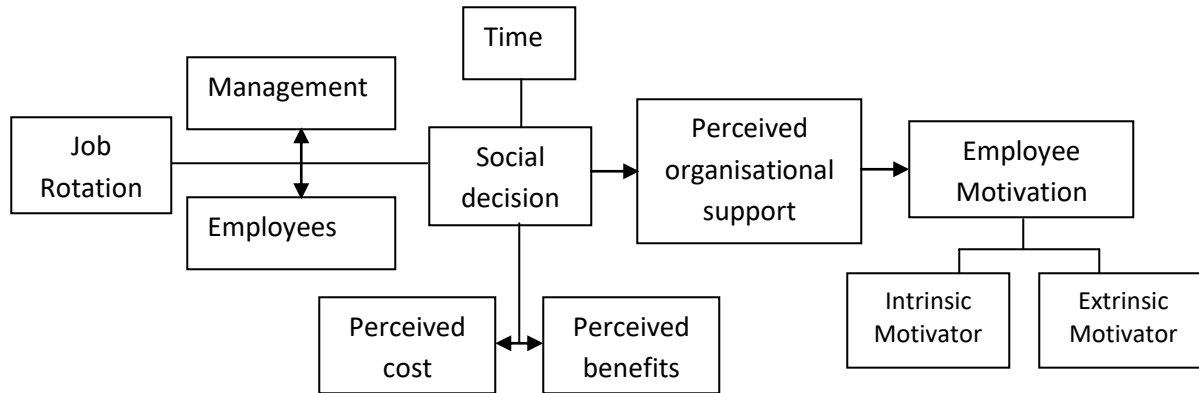


Figure 2.2: Framework for analysing how employees perceive job rotation

Source: Authors construct (2018)

According to the framework, there is a constant interaction between the management of an organisation and its employees. Such interactions often revolve around the adoption of HRM practices, in this study, job rotation, that seek to enhance the effectiveness and efficiency of employees, while at the same time improving the welfare of employees. The outcome of the interaction helps employees to make social decision about the organisation. However, employees' social decisions about their organisations are based on the outcomes of their perceived costs and benefits within a space of time. The perceived cost and benefit interactions are explained in terms of the input-output relationship, expectations and conditions in the external environment. In a situation where employees' perceived benefits exceed their costs, they develop positive perception over the organisational support. Alternatively, where the costs outweigh the benefits, they develop negative perceptions over the organisational support. Where employees have positive perceptions on the organisational support, they tend to be highly motivated and vice-versa where they have negative perceptions on the organisational support. However, employees' motivation is influenced by their intrinsic and extrinsic factors. That is, employee willingness to contribute to organisational effectiveness will be influenced by the level of motivation they have.

### VI. METHODOLOGY

The study adopted a descriptive study design using the case study method to collect information from the target population. This approach was adopted because it depicts an existing situation with respect to the variables being studied (Creswell, 2003). The population of the study comprised all senior staff in the Registrar's Department in COLTEK. There were 37 Senior Staff in the Registrar's Department as at June, 2018 (Department of Human Resource, COLTEK, 2018). This was made up of 3 Chief Administrative Assistants (CAAs), 7 Principal Administrative Assistants (PAAs), 24

Senior Administrative Assistants (SAAs) and 3 Administrative Assistants (AAs). In other words, the population constituted 8% CAAs, 19% PAAs, 65% SAAs and 8% AAs of the entire Senior Staff in the Registrar's Department in the College. A total of eighteen (18) questionnaires, out of the thirty seven (37) distributed were returned. All the returned questionnaires from the participants were usable with all parts fully scored. Analysis of the data was done by means of both descriptive statistics using SPSS version 2.2.

### VII. RESULTS

The demographic characteristics of respondents studied were sex, age, educational level, and number of years of working with COLTEK. These characteristics were studied to serve as the basis for differentiation, with regard to the perception of senior staff on job rotation practices in COLTEK. According to the results, majority of the respondents representing 77.8% of the sample were females. The ages of the respondents ranged from 20 to 60 years (mean = 34; standard deviation = 0.802). This implies that the respondents were largely within the active working age cohort. Majority (72.2%) of the respondents have had degree academic qualifications, while 27.8% have postgraduate academic qualifications. The number of years respondents have worked in COLTEK ranged from below one and 37 years (mean = 2.11 years; standard deviation = 1.231). The implication is that majority of the respondents may have had enough experience with the job rotation practices of the college and would be able to give a clearer picture on how they perceive job rotation practices.

The objective of this study was to examine the perception of senior staff on job rotation policies employed in COLTEK. The results on staff perception on job rotation are presented in Table 1.

#### 7.1 Perception on Job Rotation

Table 1: Senior Staff Perception on Job Rotation

Response	Strongly Agree		Agree		Disagree		Strongly disagree		Mean	Stdv
	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Comparison with other institutions	1	6.7	10	66.7	4	26.7	0	0	2.8	0.56
Greater depth at positions	5	29.4	10	58.8	1	5.9	1	5.9	3.12	0.78
Working relationships with supervisors	7	38.9	11	61.1	0	0	0	0	3.39	0.50
Working relationships with colleagues	9	50	9	50	0	0	0	0	3.5	0.51
Inter-departmental relationships	7	38.9	9	50	2	11.1	0	0	3.28	0.67
Staff involvement	4	22.2	10	55.6	3	16.7	1	5.6	2.94	0.80
Effectiveness of staff	5	27.8	11	61.1	2	11.1	0	0	3.17	0.62
Balance in staff strength	6	33.3	10	55.6	2	11.1	0	0	3.22	0.65
Balance in staff quality	6	33.3	11	61.1	1	5.6	0	0	3.28	0.58
Competence of staff	10	55.6	8	44.4	0	0	0	0	3.56	0.51
Enhance staff promotion	3	16.7	8	44.4	5	27.8	2	11.1	2.67	0.91
Opportunities for career development	6	33.3	11	61.1	1	5.6	0	0	3.22	0.73
Commitment of management	1	5.6	11	61.1	6	33.3	0	0	2.72	0.58
Reduces boredom of doing the same work	9	50	9	50	0	0	0	0	3.5	0.51
Help staff to reflect on their performance	6	33.3	11	61.1	1	5.6	0	0	3.28	0.58
Enhances staff confidence	7	38.9	9	50.0	2	11.1	0	0	3.28	0.67
Indication of management confidence in staff	2	11.8	10	58.8	5	29.4	0	0	2.82	0.64

Source: Field survey 2018

Table 1 shows that out of the total responses, 66.7% of the respondents agreed that the job rotation policies employed in COLTEK compared favourably with other institutions. 6.7 % of the respondents strongly agreed to this assertion with 26.7 % of the respondents disagreeing. More than half of the respondents of 58.8% agreed to the fact that job rotation policies in COLTEK provided employees with greater depth at positions across the institution. Atambo & Ayaga (2016) points out that rotating employees in an organisation across many positions, in varying intervals and durations exposes them to different roles and functions. 29.4 % of the respondents strongly agreed to this view with a combined percentage of 11.8% disagreeing and strongly disagreeing respectively. This further confirms one of the objectives of job rotation outlined by Ortega (2001) that job rotation process is used to expose workers to all verticals or operations of an organisation in order to make them aware of how a company operates.

With respect to working relationships with supervisors, majority of respondents making up 61.1%, believed job rotation policies ensured efficient working relationships with supervisors. 38.9% of the respondents strongly agreed. No respondent disagreed or strongly disagreed. Similar responses of 'agree and strongly agree' of 50% were recorded for perceptions of respondents on improvement in inter-departmental relationships, 55.6% for

staff involvement in decision making, effectiveness of staff in the institution (61.1%), balance in staff strength (55.6%), quality (61.1%) and competency levels of staff (55.6%). However, 27.8 % of the respondents disagreed to the fact that job rotation policies enhance staff promotion.

Rohr (2000) opines that job rotation provides an organisational overview, encourages interdepartmental cooperation, brings fresh viewpoints to otherwise stagnant sections of the organisation and also promotes flexibility. To enhance the effectiveness of staff, Eriksson and Ortega (2004) in their theory on human learning, believe that employees who rotate accumulate more human capital because they are exposed to a wider range of experiences. They continue that, "the more an employee moves, the more he learns."

More than half of the respondents representing 61.1% agreed to the perception that job rotation policies open up opportunities for career development whilst 33.3% of the respondents strongly agreed to this perception. According to Campion, Cheraskin and Stevens (1994) as cited in Eriksson & Ortega (2004), job rotation is an effective tool for career development. They believe that an employee who rotates accumulates experience more quickly than an employee who does not rotate. They further maintain that an employee who rotates accumulates experience in more areas than an employee who does not rotate.

On the issue of boredom, all respondents agreed or strongly agreed to the perception that job rotation policies of the institution reduced boredom in the institution. In their theory on employee motivation, Eriksson and Ortega (2004) state that job rotation motivates employees who would otherwise become bored and tired of always performing the same tasks. Malinski (2002) further sums the benefits of job

rotation as “reductions in boredom, work stress, absenteeism, and turnover and an increase in innovation, production and loyalty”. In addition, more than half of the respondents of 58.8% had the perception job rotation policies in COLTEK was an indication of management’s confidence in staff of the college.

7.2 Effects of Job Rotation

Table 2: Effects of Job Rotation on Senior Staff

Response	Strongly Agree		Agree		Disagree		Strongly disagree		Mean	Stdv
	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Senior staff willing to change supervisors	1	5.6	9	50	7	38.9	1	5.6	2.56	0.71
Desire to belong to a particular department	5	27.8	9	50	4	22.2	0	0	3.06	0.725
Willingness to display effort	4	22.2	8	47.1	5	29.4	0	0	2.94	0.75
Belief in goals and values	1	5.6	13	72.2	4	22.2	0	0	2.83	0.51
Willingness to continue working	2	11.8	14	82.4	1	5.9	0	0	3.06	0.43
Identification of knowledge, skills and attitudes	6	33.3	12	66.7	0	0	0	0	3.33	0.49
Increased satisfaction	7	38.9	8	44.4	3	16.7	0	0	3.22	0.73
Opportunities for career development	6	33.3	12	66.7	0	0	0	0	3.28	0.67

Source: Field survey 2018

With respect to staff perception on the effect of job rotation, Table 2 shows that half of the respondents agreed that senior staff feel more willing to change supervisors as a consequence of job rotation. 27.8 % of the respondents strongly agreed that the desire to belong to a particular department was a major effect of job rotation policies employed in COLTEK. 47.1 % of the respondents agreed to the effect of willingness to display effort on behalf of a particular department with 22.2% strongly agreeing to this assertion. However 29.4% of the respondents disagreed that job rotation ensured willingness to display effort on behalf of a particular department. A combined response of 77.8% either ‘strongly agreed’ or ‘agreed’ to the fact that job rotation ensured belief in goals

and values of the institution. Similar response was recorded for identification of knowledge, skills and attitudes with all respondents either agreeing or strongly agreeing respectively.

It can however be said that 92% of the respondents agreed to the fact that job rotation policies increased job satisfaction. There were contrasting views when it came to the effect of exploring hidden talents and enhancing staff promotion. More than one third respondents disagreed to the above mentioned effects. However, 66.7% of the respondents believed job rotation provided opportunities for career development with 33.3% strongly agreeing to this view.

7.3 Challenges of Implementing Job Rotation

Table 3: Challenges to Implementing Job Rotation

Response	Strongly Agree		Agree		disagree		Strongly disagree		Mean	Stdv
	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Leads to stress and anxiety	10	55.6	6	33.3	2	11.1	0	0	2.44	0.71
Takes time to acquaint to new processes	3	16.7	13	72.2	2	11.1	0	0	3.06	0.54
Takes to acquaint with new colleagues	1	5.6	12	66.7	3	16.7	2	11.1	2.67	0.77
Fear for performing different tasks effectively	2	11.1	11	61.1	5	27.8	0	0	2.83	0.618
Job roles are clearly defined in some departments than others	1	5.6	14	82.4	2	5.6	0	0	2.94	0.43

Source: Field survey 2018

The study sought to find out the challenges senior staff face when job rotation policies were implemented. From table 3, 55.6% of the respondents strongly agreed that job rotation policies lead to stress and anxiety with 33.3 % agreeing. 11.1

% of the respondents disagreed with this notion. A combined percentage of 88 % strongly agreed or agreed to the fact that job rotation policies makes it impossible for staff to acquaint themselves to new processes on the job with 11.1%

disagreeing. Tomar & Sharma (2013) puts it that a lack of clarity in expectations could reflect poorly on the employee transferring organisation. However, more than half of the respondents (66.7%) of the respondents believed it takes time for staff to acquaint themselves with new colleagues as a result of job rotation.

The major challenge respondents agreed on was the fact that job roles are clearly defined in some departments than others. A combined percentage of 88% agreed to this notion as a major challenge to job rotation policies with 5.6% of the respondents disagreeing. Malinski (2002) agrees that educating and training staff for new jobs and fitting the skill level of the staff with the job are some difficulties with the implementation of job rotation. The major challenge respondents agreed on was the fact that job roles are clearly defined in some departments than others. A combined percentage of 88% agreed to this notion as a major challenge to job rotation policies with 5.6% of the respondents disagreeing. Malinski (2002) agrees that educating and training staff for new jobs, and fitting the skill level of the staff with the job are some difficulties with the implementation of job rotation.

#### VIII. CONCLUSIONS AND RECOMMENDATIONS

The study found that Job rotation was perceived to be enhancing the effectiveness of senior staff in the Registrar's Department, and maintaining balance in staff strength among departments, but was perceived as not maintaining balance in staff quality among departments. Job rotation was perceived to be a form of training and development that helps improve staff competence, enhancing promotion, and opening up opportunities for career development. Issues such as reasons behind job rotation and employee participation in decision-making are critical factors that influence the effective implementation of job rotation practice in COLTEK.

Some challenges associated with job rotation were stress and anxiety that some respondents perceived were associated with job rotation. More than half of the respondents agreed that it took time to acquaint with new colleagues. From the study, it was found that another challenge senior staff in the Registrar's department faced was the fear of performing different tasks effectively. Analysis has shown that staffs were enthused with reducing the boredom of doing the same work and the fact that they are able to explore new interests. They had interest in reducing potential boredom with a mean of 3.28 and a standard deviation of 0.5.

The study concludes that even though job rotation practice in COLTEK has its challenges, the practice had significant impact on the motivation of senior staff in the registrar's department in the College. Job rotation provides an organisational overview, encourages interdepartmental cooperation, brings fresh viewpoints to otherwise stagnant sections of the organisation and also promotes flexibility.

The relationship between job rotation practices and the career development plans of employees should be strengthened and given important emphasis. In so doing, the motivation of employees as well as their confidence in management about their welfare will be enhanced. Thereby, creating a strong connection between job rotation, which is a form of training and development and career development plans of employees. This will also enable them to identify their future with the organisation, as a result increase their motivation towards work.

Employees should also be educated on the importance of job rotation to maintaining balance in staff quality across departments. This will help to enhance the understanding of senior staff on the importance of job rotation in human resource management.

Again, there should be continuous training and development programmes for employees. This will further help to increase their competence, promotion, and opportunities for career development. Training and development of employees will enable them to gain more confidence in the management of the university and to reciprocate by increasing their commitment and motivation to the college.

Employees should be engaged in decision-making that affect their welfare. They should be informed ahead of time before a job rotation exercise is implemented to enable them prepare psychologically, mentally and physically. This will enable them to feel part in the decision-making process; this will eventually help to increase their motivation to work to achieve the organisation's objectives.

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