

IMPACTS OF JOB ROTATIONS AND EMPLOYEES' PERFORMANCES IN MANUFACTURING COMPANIES: NIGERIA

Abstract

This paper attempts to examine the effects of job rotations and employees' performances in organizations. It was mainly concerned with assessing, evaluating, and ascertaining the overall impact of job rotation on productivity, improvement of skills, talents, and correction of irregularities. The article reveals that; there is a significant and favorable relationship between job rotation and an 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. Based on these results, it is recommended that job rotation should be practiced and management should build a viable and up-to-date internal control system, and that employees found wanting in wrong acts should be punished accordingly.

Introduction

Obviously, no organization has a choice of whether to train employees or not, the only choice to be made is the method to be adopted in the training and retraining process. It follows that there are quite a number of training development programmes which are available to be adopted by an organization to increase employees' skills, talents, and knowledge. Onosode (1982) believes that the most benefiting impact of productivity would be possible if the most effective method of work is applied. These training methods are meant to motivate, enlighten, update, acquaint and educate workers on what to do thereby ensuring efficiency in the operation of an organization. Among the various techniques available to the management of an organization is the pattern that makes it possible to move

28 employees from one department unit or position to the other from time to time, to
29 acquire knowledge and skills of what is obtainable in other areas of the work
30 (Nwachukwu, 1988). This type of training is referred to, in technical term as job
31 rotation. Thus, an employee who must have undergone a complete job rotation
32 training programme in a given organization, would not only have mastered the
33 entire operational process, but must have gotten enough experience to train others
34 or to manage the firm in a long-run.

35 Job rotation programme enables a worker to make a career in a work place
36 and stand the chance of climbing the leadership ladder to the top. That is, gaining
37 promotion from one level to another based on his competency, efficiency,
38 productivity, and effectiveness in the performance of a given task. Adequate,
39 comprehensive, up-to-date and the right training, therefore, becomes panacea to a
40 smooth operation in an organization which enhances and aid management in
41 executing policies, and programmes. Adage & Brief (1981) buttressed further on
42 the importance of job rotation as a training device when they stated that
43 organization that develop corporate manpower plans without adequately
44 developing and training people to move through various positions is not really
45 managing and planning careers, although available resources in terms of personnel
46 time, money, technology and the like play a significant role in the choice of

47 training programme. In the same vein, Awojo (1997) pointed out that one of best
48 training devices to an organization is rotation. This training indeed, when
49 completed is expected to enhance a worker's performance and productivity.

50 **Job Rotation**

51 Job rotation is an aspect of training undergone in an organization involving
52 both managers and non-managers. It occurs when an employee is moved from one
53 job, department, or task to another after spending sometime in a particular job,
54 task, assignment, or department with a view of enabling the employees to acquire
55 more skills, talents and knowledge. In a way, job rotation is influenced by
56 coordination and is meant to broaden ones outlook, knowledge, skill, and contact.
57 In defining job rotation, Nwachukwu (1988) says it is a training device that makes
58 it necessary to move the trainee from one department or unit to another. Therefore,
59 that job rotation or rotation of job consists of job being operated or undertaken
60 within a specify period of time by an employee and later, a provision is made given
61 an opportunity to another employee. To mount and take charge of that particular
62 job according to him, job rotation is considered as one of the best methods or
63 devices in an organization because; it is a training device that if well implemented
64 will improve the workers' performances, and at the end of the training

65 programmes, the employees would become rich both in knowledge and in skill,
66 especially as it concerns the organization's work process.

67 In support of the above view, Koontz & Mills (1984) referred to job rotation
68 as the best type of training which is designed to familiarize the employee with the
69 details of the many positions that may be available to the employee. Still in
70 consonance with this, Monday (1998) states that it is a management trainee (the
71 workers or employee) may be shifted from one department to another to gain a
72 diversity of experience and has been called the most effective way of providing for
73 the growth and development of people in manufacturing or organization but also to
74 other industrial sectors and even adopted in service oriented industries such as
75 schools, hospital, banks, offices and the like.

76 **Enriching the Job Through Job Rotation.**

77 Job rotation enables a worker to know and be equipped with the rudiments
78 of the entire job process thereby making him versatile and competent to handle any
79 task given to him under little or no supervision. The outcome of the movement
80 from one job to another has two symbolic effects on the life of the workers and
81 those effects are: (a) the workers would familiarize himself with the various
82 aspects of the operation of the firm. In this case, versatility comes into play making
83 a worker to be abreast with the entire process of work and operation. (b) The

84 worker will unconsciously acquire variety of skills, technical-know-how and
85 knowledge of various units and department of the firm. A worker having
86 undergone the process would have undertaken responsibilities, gotten a wider
87 scope and met several challenges. An enterprising worker needs a job that will
88 provide the greatest scope for his abilities, talents, and the best opportunity for
89 growth and superior performances. The essence of job enrichment is to minimize
90 or remove completely the dreaded burden originating from repetition and
91 monotonous jobs resulting from over specialization. In explaining this, Adage &
92 Brief (1981) says that young workers trapped in dull monotonous routine jobs will
93 not continue to perform as management desires.

94 In the view and opinion of Baridam (2002), job enrichment is the practice of
95 building motivation factors into job content. He went further to highlight some
96 principles and motivational values surrounding job enrichment. Despite the merits
97 of job enrichment, there are anticipated drawbacks associated with the design and
98 methods. As noted, job enrichment entails increasing of job variety, task and
99 responsibility of course, the lesson too much of task assignment could be
100 detrimental to the individual and the organization. Baridam (2002) outlines some
101 pitfalls or short-coming when he says that it is important not to give a work
102 assignment that is either too easy or too difficult as will be expected. Job

103 enrichment can only succeed with a worker who has higher regard for
104 achievement, growth, and recognition. It is believed that it works better for people
105 who value autonomy, growth and responsibility.

106 **Job enlargement through Job Rotation**

107 As many authors have asserted, job enlargement involves horizontal loading
108 of the job. Basically, it is intended to reduce a worker's dissatisfaction since there
109 will be an increase of task each worker performs. Griffin (1984) argues that job
110 enlargement gives each worker more activities to perform by stretching the
111 process. It is expected that by enlarging the job, the employee will be motivated.
112 There are four major ways to enlarge a job viz: (1) Challenging the employee, the
113 emphasis on asking employees to work up to their potentials. Obviously, this will
114 work out only when other aspects of the jobs are as well changed. (2) Replacing
115 difficult, repetitive, and boring task by machines and equipments where possible to
116 enhance efficiency. This will give the employee the more interest aspect of the job
117 of just manipulating and controlling. (3) Assigning more tasks or operations to the
118 job. This is less monotony and more variety. (4) Using job rotation to allow the
119 employee to learn new skill and to engage in a variety of tasks.

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121 **Job Performance**

122 Literally, performance simply refers to act of doing something, such as a
123 piece of work, task or duty. It also refers to the execution of an order, concerning a
124 given job, task or assignment. Performance may be interpreted to mean making
125 things happen the way you want it, when you want it and how you want it to
126 happen. From the aforementioned therefore, it can be deduced that performance
127 consists of two or more variable viz: an individual's ability to do or carry out a
128 given task, job, duty or assignment, and the effort of the individual in doing or
129 carrying out the task, job, duty or assignment.

130 The necessary support given to the individual in the execution of the job, in
131 his expectancy theory of motivation, Vroom, as reported in Johnnie (2002),
132 explains further on performance. Looking at it from two models, the essential
133 elements lighted in this theory is that people will be motivated to doing things to
134 achieve some goals to the extend that they expect action on their part will them
135 achieve the goals. According to Vroom in Awojo (1997), who hypothesized that,
136 employee job performance is a junction of the interactions between forces to
137 performance or motivation ability. Apart from the differences that existed between
138 the two theories in terminologies, the only difference is the inclusion or addition of
139 role perception by the theory prostituted by Porter and Lawler. They hypothesize

140 that performance is an exerted effort, motivation or ability and role perception.
141 Therefore, job performance relates to a situation where a worker is charged with
142 the responsibility of doing or carrying out a piece of task, job , duty, or assignment
143 following a specific direction, procedure order or instruction by management or a
144 superior and the worker is able to do it accordingly within a given time frame or
145 period.

146 **Job Rotation as an Internal Control System**

147 An internal control system is seen as a whole system of controls, financially
148 and otherwise, established by the management in other to carry out the business of
149 the enterprise in an orderly and efficient manner to ensure adherence to
150 management policies, safeguard the assets and secure as far as possible the
151 completeness and accuracy of the records. It provides assurance to management of
152 the dependability of the records, process and procedures in informed decision
153 making.

154 Internal control is an indispensable aid to efficiency management
155 particularly in large scale business enterprises. Its scope is company-wide and
156 embraces such varied activities as employed training programme, internal audition,
157 statistical analysis, quality control and production scheduling. It consists of all
158 measures employed by a business for the purpose of safeguarding its resources

159 against waste, fraud, and inefficiency. It also promotes accuracy and reliability in a
160 counting and operating data, encouraging and measuring compliance with
161 company policy. Finally, judging the efficiency of operations in all division of the
162 business, job rotation is one of the methods or means through which management
163 can achieve the stated targets using competent and trustworthy personnel with clear
164 lines of authority and responsibility. By moving or transferring employees from
165 one department, job position, and line of duties to another, it assists management to
166 check the activities and performance of workers.

167 **Conclusion**

168 It is conclusive to say that job rotation affects the employees' job performances
169 positively, significantly and favorably. Job rotation should be married and made to
170 work in consonance with other factors like quality of job, attitude of employees to
171 the job, time spent on the job, better remuneration and motivation and other related
172 matters which influence employees and performance in order for the firm to
173 operate optimally. The process of job rotation enables employees involved to
174 acquire more skills, knowledge and talents on the job and that entire process and
175 retraining of workers in order to get the best out of them.

176 Maximum productivity can only be attained when workers are adequately
177 and properly trained and motivated. Management strives to avoid waste, loss of

178 time and resources, production of substandard products, disruption in the
179 production process, labor unrest, breakdown of machines and equipment in its
180 operations. Job rotation aid and assist management in handling those issues by
181 identifying and correcting errors, irregularities, personnel collusion, safeguarding
182 assets and maintaining a sustainable internal control system. In view of this, one
183 concludes that job rotation contributes immensely in a positive and favorable
184 manner to employees performances in a given place.

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