

THE IMPACT OF JOB ROTATION ON EMPLOYEES' PERFORMANCE

A CASE STUDY: UTRAK FINANCIAL SERVICES LIMITED

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DECLARATION

I hereby declare that this submission is my own work towards the Master of Business Administration (Human Resources Management Option) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

This research is dedicated to my family for their prayers and support, which enable me to devote much time, attention and financial resources to make the work see the light of the day.

ACKNOWLEDGEMENT

In the first place my unqualified thanks go to the God Almighty for sustaining me and given the strength and sound mind to accomplish this work. Next is to my indebtedness to Mr. Mr. J. K. Turkson my supervisor for his encouragement. I am very grateful to him for his patience, constructive criticisms and guidance.

For the same reason I also express my sincerest appreciation to my study mates I say thank you for your encouragement and your willingness to share with me any relevant academic material.

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ABSTRACT

Since 2008 Utrak Financial Services Limited has adopted a job rotation program to help solve skills acquisition and performance problems. The problem the thesis attempted to investigate was that in addition to economic objective that every employee requires from his employer, when employee are allowed to perform the same transactional duties over many years, they feel bored and unsatisfied by doing the same kind of work over time. This development may affect job satisfaction and ultimately productivity. To achieve the objectives of the research, an exploratory and descriptive design were adopted aimed at assessing the impact 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 satisfaction with the programme. The study revealed that the respondent's appreciate the effectiveness of job rotation programme in their organization. The researcher concludes by making recommendations to involve employees in the implementation process, use the programme to develop employees to increase their performance level. Also it is recommended that the programme must benefit both the employer and employee in the organization.

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LIST OF ABBREVIATIONS

UFSL	Utrak Financial Services Limited
HRDC	Human Resource Development Council
SPSS	Statistical Package for Social Science
HRM	Human Resource Manager
PNDCL	Provisional National Defenses Council Law
SME's	Small and Medium Enterprise

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Human Resource is the most important resource compared with other resources like machine, material, land, etc. In the organizational context, the efficiency of human resource depends on the development of the individual's job according to human capability and characteristics. Job rotation is one of the most important issues in of Human Resource Management.

Many businesses, small and large, are attempting to improve work design systems by the development of job rotation strategy. Job rotation is a strategy conducted by organizations either private or public to improve employee performance and productivity (Schultz 2010). Job rotation is implemented in line with the business goals and human resource strategies of the organization. Job rotation can also be used to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Individuals learn several different skills and perform each task for a specified time period.

There are different reasons a company may choose to utilize job rotation such as using job rotation as a learning mechanism. There are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self efficacy. The company may benefit from using job rotation by having the ability to keep key staff within a

company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable.

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 organization 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 organizational mission.

Job rotation helps workers 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. 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.

Job rotation is also practised to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job variation. Job rotation benefits employees who participate by reducing job burn-out, apathy, and fatigue, which ultimately increase the level of employee satisfaction and motivation Plowman

(2012). Not all employees are open to the idea of job rotation. Higher performers compared to under performers are likely to like job rotation because it is perceived to add to a greater improvement in skills Khan (2010).

At senior management levels, job rotation is frequently referred to as management rotation, and is closely linked with succession planning thereby developing a pool of people and providing them with the knowledge and experience which makes them capable of stepping into an existing job. Here the goal is to provide learning experiences, which facilitate transfer and utilization of knowledge as well as changes in thinking and perspective.

Cosgel and Miceli (1999) have pointed out that an increased satisfaction is one of the benefits of rotation. In their model, employees prefer to perform a variety of tasks rather than specializing in a single task and, as a consequence, job rotation increases job satisfaction. It is a potential solution to these employees lack of motivation since it inspires employees to achieve higher performance, allowing continuous growth at work, extended knowledge and skill, and increasing employee- customer quality. Scholars have all 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. Surveys show that an increasing number of companies like Ecobank, Zenith Bank, Barclays Bank etc. are using job rotation to train employees.

A study on the impact of job rotation on employees' performance with special reference to Utrak Financial Services Limited is increasing productivity, new product development and creativity.

1.1 Problem statement

Years ago, management, thought employees come and work to achieve their economic objective. However it is being observed that in addition to economic objectives, employees also demand certain training opportunities and job satisfaction.

Allowing your employees to perform the same transactional duties everyday usually make them feel bored and unsatisfied with what they are doing. Thus the importance of job rotation is introduced to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. The researcher seeks to find out the effectiveness of job rotation in the organization and ways and means to improve the awareness of job rotation.

1.2 Objectives of the study

There are two main objectives for the study. These are general objective and specific objectives.

1.2.1 General objective

The general objective is ‘To determine the impact of job rotation on employees’ performance in Utrak Financial Service Limited’ (UFSL).

1.2.2 Specific objectives

The following are the main specific objective:

- i. To identify how effective is job rotation in improving employees’ performance at UFSL.

- ii. To determine how job rotation can be successfully implemented to achieve results at UFSL.
- iii. To find out the challenges of job rotation at UFSL.
- iv. To find out the benefits associated with job rotation at UFSL.
- v. To make appropriate recommendations on how to promote job rotation UFSL.

1.3 Research question

Following the research objectives, the research has the following specific research questions to be answered.

- i. How effective is job rotation in improving employees' performance at UFSL?
- ii. How can job rotation be successfully implemented to achieve results at UFSL?
- iii. What are the challenges of job rotation at UFSL?
- iv. What are the benefits of applying job rotation at UFSL?
- v. How could job rotation be improved to benefit UFSL?

1.4 Significance of the study

The significance of job rotation in financial services cannot be overemphasised. Many non-financial services in Ghana do not see the essence of job rotation but it is a requirement from Bank of Ghana and beneficial to employees' development. The study seeks to unearth how important is the incorporation of job rotation in an organisation's processes and procedures could benefit an organisation

Job rotation is the surest way of keeping the employee away from complacency and boredom of routine. It is difficult for an employee to sustain his interest in a given job for substantial length

of time as people have the tendency of outgrowing their jobs through the learning and experience that they gain over a period of time. Stimulating human mind through diversity of challenges is a sure way to bring to the forefront its creative instincts and in taking the individual and organizational performance to a higher plane. This is where job rotation can prove to be a handy tool. It is also common knowledge that job rotation is also practised to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job rotation. At the senior management levels, job rotation frequently referred to as management rotation, is tightly linked with succession planning thus developing a pool of people capable of stepping into an existing job.

The study seeks to help employers to put more emphasis on job rotation and be able to enhance employees' performance.

1.5 Methodology

The methodology sets out the procedural strategies adopted by the researcher in conducting this research work. It also details out reasons why such strategies and methods were adopted. Specifically, this section details the Research design. The design work is a descriptive study in which convenience-sampling technique was used to select the sample size for the study. The researcher adopted UFSL as the case study organisation.

Considering the nature of the research, the study made use of both primary and secondary data. This enabled the researcher to gather qualitative and quantitative data. A strategy adopted by the researcher in accessing secondary data was through the use of published journal articles, text books and the internet.

1.6 Scope of the study

The study focused on the impact of job rotation on employees' performance. Geographically, the study covered only three departments of Operations, Customer Service and Accounting Department at the head office of UFSL.

1.7 Limitations of the study

Financial and time constraints have set some limits to the study. The time available did not allow for an in depth study into all the issues relating to job rotation. All efforts, however, were made to consider issues that brought out the general and very relevant matters for needed attention. Also inadequacy of secondary data on the study was a great limitation to the work. However, despite all these limitations, the study seeks to make some meaningful contributions to the impact of job rotation on employee's performance.

1.8 Organisation of the study

The research study has been organized into five main chapters. Below is the content of each of the five chapters that constitutes this research study.

Chapter one deals with the introduction of the study and it includes background of the study, problem statement, objective of the study, research questions, significance of the study, methodology, scope of the study, limitations of the study, as well as the organization of the research study.

Chapter two identifies and reviews previous and relevant work done on the topic. It also involves the definition of concepts.

Chapter three deals with the research methodology adopted in this study. It deals with population and research instruments. It also highlights the organizational profile of UFSL was used as the case study organization.

Chapter four presents the analysis and discussion of secondary and primary data collected and the results that have been derived from the analysis of the data.

Finally, **chapter five** deals with summary of findings, conclusion and recommendations of the whole work.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews related literature on issues bothering on the impact of job rotation on employees' performance using information from various sources including textbooks, the encyclopaedia, magazines, journals, internet sources and others. The perspectives of the authors are analysed alongside the opinions of the researcher. Literature was done thematically in response to the topic.

2.1 Definition of Job Rotation

Edward (2005, p. 74) 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 can be rotated that 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 a year and then work as a selling agent for a year (John Pappajohn 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, staff are moved between different jobs over a period of time and this movement is planned to achieve different purposes (Bennett, 2003). 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 staffs leave their jobs to go on further training and unemployed people are brought into their places for 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.

Bennett (2003) suggests two forms of job rotation: These are

(1) Within-function 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.

(2) Cross-functional rotation

Cross-functional rotation according to Bennett (2003 P.3) 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 potential to indicate their final placement.

2.2 Job Performance

In the view of Putterill and Rohrer (1995), job performance focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. Hence what the researcher has developed the working definition for study purpose is that, achievement of targets of the tasks assigned to employees within particular period of time. The success of business depends on employees' performance.

One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management (<http://www.quantisoft.com/index/html>). Performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

The dimensions of performance on which an employee is evaluated are called the criteria of evaluation (Ivancevich, 1998). Opatha, (2002) suggested that several criteria become needed in order to evaluate job performance of an employee accurately. In the view of Mathis and Jackson (2003), the data or information that managers receive on how well employees are performing their jobs can be of three different types. These are

- a) Trait-based information.
- b) Behaviour-based information.
- c) Result based information.

Opatha (2002) indicated that trait-based information identifies a subjective character of the employee such as attitude, initiative or creativity. Behavior-based evaluations of job performance focus on what is included in the job itself (Mathis and Jackson, 2003). Results are outcomes produced by the employee. Result based information consider employee accomplishment.

For jobs in which measurement is easy and obvious, a results-based approach works well Opatha (2002).

2.3 The impact of training on employee's performance

The role that training can play in human resource development, especially in organisation cannot be over-emphasised. Ajidahun (2007) states that one advantage of staff training is that it improves job performance and therefore promotes management efficiency. Similarly, Stoner et al. (2002) suggest that "training programmes should be directed towards improving efficiency and job performance" (p. 15).

Chandan (2000 p.6) states that "training is a short term process utilizing a systematic and organized procedure by which non-managerial personnel learns technical knowledge and skills for a definite process". Yesufu (2000 p.10) also agrees that "training of personnel enhances productivity" and "education and training are generally indicated as the most important direct means of upgrading the human intellect and skills for productive employment".

2.4 How job rotation is utilized by organizations.

Eriksson and Ortega (2004) tested three theories of why organizations introduce job rotation.

These are

- a) Employee learning.
- b) Employer learning.
- c) Employee motivation.

Employee learning

With employee learning, the theory is “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 and Ortega, 2004, p.2). For example, inter-functional job rotation helps prepare junior employees to become top managers. As employees move up to broader jobs, they need to gain deeper understanding of more aspects of business, and job rotation helps them do so. At lower hierarchical levels, intra-functional rotation can be very useful for allocative efficiency reasons: firms benefit from being able to re-allocate employees across different tasks because this enables them to meet production requirements. But re-allocation is too costly unless employees have already gained experience in different jobs.

Employer learning

Under the employer learning, the theory is “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 suited, the employer needs to move the employee around and observe how he performs at each position” (Eriksson and Ortega, 2004, p.2). The idea is that job rotation provides the employer with information about the employee’s abilities. Specifically, it enables the firm to identify which part of an employee’s performance is due to the employee’s general abilities, which part to job-specific factors unrelated to the employee (for example, the job might be particularly

difficult and performance low for that reason), and which part to the employee's job-specific abilities. This information can be used to improve promotion decisions. Ortega (2001) showed that the relative benefits of job rotation are greater when the firm knows less about its employees' abilities, and when the firm is engaging in activities for which the returns are *a priori* more uncertain.

Employee motivation

The employee motivation theory states, job rotation "motivates employees who would otherwise become bored and tired of always performing the same task" (Eriksson and Ortega, 2004 p.2). The employee motivation argument is that job rotation helps make work more interesting. This argument was mentioned in the late 1970s literature on the so-called "plateaued" employees with limited promotion prospects (FERENCE, et al 1977) and it was also analyzed by Cosgel and Miceli (1999).

Finally, we should note that the literature highlights some human resource practices such as work teams, quality circles, total quality management, and performance pay as complementary to job rotation. These practices should therefore affect the decision to adopt job rotation (Osterman et al 1998).

2.5 Employer and employee perspectives on job rotation

Traditionally, job rotation is usually addressed at an organizational level. From the employers' point of view, organizational theorists have advocated frequent rotation as a means of reducing fatigue and boredom on jobs so as to maintain productivity (Miller, et al 1973) and fairly

frequent rotation after the initial hiring as a means of orientation and placement (Wexley and Latham, 1981). Job rotation enables the training of workers to be backups for other workers so that managers have a more flexible work force and a ready supply of trained workers (Rothwell et al, 1994). When rotation occurs at longer intervals, it has been thought as a practice of progressive human resource development or a means of enhancing the value of work experience for career development (Campion, et al, 1994).

Also from the employers' standpoint, however, the practice of job rotation may be very costly. As pointed out by Yoder, et al (1958), while job rotation may encourage generalization, it prevents job specialization so that the optimal level of performance cannot be reached. Although this problem may be negligible for many jobs, it can be very serious for those jobs where high specialization is needed so that the costs in terms of training and supervision are prohibitive. One should not be surprised by the fact that only 42.5% of the companies in Taiwan are practising job rotation and that they carry out their job-rotation policy selectively and cautiously (Huang, 1997). Thus, for a job-rotation study at individual level, the focused question is whether the individuals perceive there is a job-rotation practice that they actually participate with, rather than whether the companies have allegedly adopted a policy of job rotation.

Ortega (2001) interestingly states that job rotation was rarely viewed from the perspective of the employees themselves. Through a nation-wide survey, this study addresses the following question: How seriously do employees regard job rotation? Specifically, the researcher wanted to measure the relationship between job rotation and job satisfaction and, secondly, wanted to know whether those employees with job rotation and those without job rotation would judge their companies differently in terms of training effectiveness.

According to Ortega (2001), there are different reasons an organisation may choose to utilize job rotation such as using job rotation as a learning Mechanism. Ortega (2001) research suggests that there are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self efficacy. The company may benefit from using job rotation by having the ability to staff key positions within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable.

Rothwell et al, (1994) states that organizations use job rotation to alleviate the physical and mental stresses endured by employees when working the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Job Rotation is also believed to have the ability to decrease the amount of boredom and monotony experienced by employees who work the same position for extended periods of time.

Ortega (2001) emphasis that job rotation improve employer brand image in a tight economy, everyone is likely to be heavily focused on job security. If you provide and publicize your focus on inside hiring preferences, it will bolster the firm's external brand image of offering long time employment security and a good place to work because you focus on the needs of your current employees. The increased security that you offer may also increase the retention rate of your current employees. Excellent internal movement programs are frequently praised by employees

and the business press. If you have an excellent program, it will help you build your external image as an employer of choice and a "best place to work".

Campion et al, (1994) states that job rotation allows for more entry level hiring by filling most jobs internally through transfers or promotions you allow the firm to do to do almost all of its external hiring at the "entry level". This is a good thing because entry-level jobs are cheaper to fill, have a larger candidate pool and give the firm more time to train and assess "unknown" external hires while they are in jobs where they can do less damage. Higher retention rates rapid movement minimizes frustration and burnout. People working in their "ideal job" are unlikely to find a superior opportunity outside the firm.

In the opinion of Eriksson and Ortega (2001), multiple on-the-job learning opportunities are likely to develop leaders faster and more effectively because the development assignments will include opportunities to lead more teams under a variety of circumstances.

2.6 Management views about job rotation

Hunng (1999) states that, job rotation at the senior management levels is frequently referred to as management rotation, is tightly linked with succession planning developing a pool of people capable of stepping into an existing job. Here the goal is to provide learning experiences which facilitate changes in thinking and perspective equivalent to the "horizon" of the level of the succession planning.

For lower management levels job rotation has normally one of two purposes: promo ability or skill enhancement. In many cases senior managers seem unwilling to risk instability in their units

by moving qualified people from jobs where the lower level manager is being successful and reflecting positively on the actions of the senior manager. Many military jobs use the job rotation strategy to allow the soldiers to develop a wider range of experiences, and an exposure to the different jobs of an occupation.

2.7 Reasons for the development of job rotation

There are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom.

Sustaining employee interest in a single job is not easy, which is perhaps why retention poses such a big challenge for businesses, even in a slow economy. Employees outgrow their jobs quickly and it may not be possible for employers to provide enough diversity within a career path to maintain employee interest in the job.

This is where job rotation steps in to provide job enrichment from an employee's perspective. Employees who participate in job rotation programs develop a wide range of skills, are more adaptable to changes in jobs and career, and are generally more engaged and satisfied with their jobs when compared to workers who specialize in a single skill set or domain.

www.shrm.org/hrinfo

Ortega (2001) investment in staff development is a major key to survival and growth, but carries a cost in terms of releasing key staff and finding the right training. Job Rotation provides tailored

training for staff of small and medium sized enterprises, whilst providing a replacement worker to cover whilst existing employees are released on training

There are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom.

Sustaining employee interest in a single job is not easy, which is perhaps why retention poses such a big challenge for businesses, even in a slow economy. Employees outgrow their jobs quickly and it may not be possible for employers to provide enough diversity within a career path to maintain employee interest in the job.

This is where job rotation steps in to provide job enrichment from an employee's perspective. Employees who participate in job rotation programs develop a wide range of skills, are more adaptable to changes in jobs and career, and are generally more engaged and satisfied with their jobs when compared to workers who specialize in a single skill set or domain.

In Hsieh (2004) opinion job rotation presents many unique opportunities for businesses and employees. The rationale for implementing a job rotation design system may vary depending on business goals and human resource strategies. However, whatever the reason, one thing is certain businesses that implement a job rotation strategy unquestionably reap the benefits of added organizational success and more satisfied, motivated, and committed employees.

Job rotation is also practised to allow qualified employees to gain more insights into the processes of a company and to increase job satisfaction through job variation. For lower

management levels job rotation has normally one of two purposes: promotion or skill enhancement. This approach allows the manager to operate in diverse roles and understand the different issues that crop up.

Hsieh (2004) also explains that there are some negative attributes associated with job rotation. Firstly, some positions within a company may not be eligible for rotation. There may be positions within a company that may be specialized due to technology or may require highly skilled workers. These positions may not fit the profile for rotation opportunities because of the costs involved to train the workers. Jaturanonda et al (2006) in their opinion explain that another problem faced by companies is that some employ unionized workers that may be resistant to job rotation due to standard union practices.

Lynch et al (2004) state that, one other problem faced by companies is the possibility of having to pay incentives to workers for cooperation with the job rotation implementation which can lead to wage inequality. Finally, Lynch et al (2004) further explains that, the utilization of job rotation may have the effect of reducing a workforce because of the cross-training involved; a company may not need to hire additional staff to cover positions and may possibly layoff current employees no longer considered necessary.

2.8 How to Implement an Effective Job-Rotation Programme in a Company

Employees who participate in job rotation programs develop a wide range of skills, and generally they are more adaptable to changes in jobs and career and more engaged and satisfied with their jobs in comparison with workers who specialize in a single skill set or domain.

However, job rotation may increase the workload and decrease productivity for the rotating employee and for other employees who must take up the slack. This is why preparation is key to the success of any job rotation program. Tips for effectively implementing job in order to avoid potential pitfalls by Fiester (2009)

- i. Formulate clear policies regarding who will be eligible and whether employees will be restricted to certain jobs or opportunities will be open to people in all job classifications.
- ii. Determine if the program will be mandatory or if employees will be allowed to “opt out.” Will opting out have an adverse impact on their performance appraisal?
- iii. Involve the employees and managers in planning job rotations so that there is a clear understanding of mutual expectations.
- iv. Determine exactly what skills will be enhanced by placing an employee in the job rotation process.
- v. Use job rotation for employees in non-exempt jobs, as well as for those in professional and managerial jobs.

By carefully analyzing feasibility, anticipating implementation issues, communicating with and ensuring the support of senior and line managers, and setting up realistic schedules for each position, both large and small organizations can derive value from a job rotation program.

Zeff (2008) writes on how to effectively design job rotation programme. He proposes the following:

- a. Talk to both your stars and those who have reached a plateau. Find out about the opportunities they are seeking. Have them write down what it is they want from their jobs.
- b. Give the employees ownership of the rotation policy. They should be part of the process.

When we have ownership and responsibility for something, we start to care. When employees start to care, the next step is passion. Your ultimate goal is for all your employees to develop passion for their jobs.

- c. Communicate with your employees about the rotation policy. What are their ideas? What works for them? What works for you?
- d. As a manager, ask yourself one question: How can I make the other people around me more successful? As you put the rotation policy together, answer that question and act on it and you will have a very successful team. If you don't care who gets the credit, and if you learn to support and take care of the person next to you, the entire work environment will quickly change.
- e. Don't be afraid to change. If you try one rotation policy and it is not working for everyone, then try something different. Sometimes we have to admit we made a mistake. We must slow down, reassess and then try a new path.
- f. Teach your employees to take ownership of their happiness and passion. Too many times, employees let other people's actions or words determine their happiness. Help your employees understand that happiness is a choice.

2.9 Risks of implementing job rotation

There are costs associated with job rotation. Malinski (2002,) identified several difficulties with implementation of a job rotation programme 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 setting. Identification of the specific process, the type of rotation, staff communication,

and the length of training and the learning period all must be determined. Difference in skill levels among staff may be significant resulting in additional expense in upgrading staff or loss of productivity for some period.

Malinski (2002,) recognizes that a unionized environment may restrict job rotation within particular job classifications. Cosgel and Miceli (1998, p. 12) reported, “If a strong labor union negotiates primarily on the basis of wages and disregard (or oppose) other job attributes, then the firm would not be able to offer job rotation”

2.10 How organizations benefit from job rotation

One way that employers can meet job rotation objectives is through more flexible forms of job organization that provide more opportunities for employees to use their talents, do a range of tasks, and have more management over their work.

Eriksson and Ortega (2004,) writes: According to Campion, et al (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 noted as an effective tool for career development. Second, an employee who rotates accumulates experience in more area than an employee who does not rotate. Hence, if an employee rotates more frequently, it is easier to train him to become a generalist.

Cosgel and Miceli (1998, p.3) report that, job rotation produces innovation by improving a firm’s ability to generate and respond to change. “Process style” innovation is 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”. Rohr (2000) reported that job rotation

“provides an organizational overview, encourages interdepartmental cooperation, bring fresh viewpoints to otherwise stagnant sections.

Malinski (2002, p.9) sums the benefits as “reductions in boredom, work stress, absenteeism, and turnover and an increase in innovation, production, and loyalty.” Job rotation and cross-training can benefit both the employee and employer. The workforce learns new skills and experiences less monotony from performing the same tasks over and over.

Jans and Frazier, (2001) write, an employee who rotates is competent in skills that are not necessarily performed in their normal duties making them more responsive when change is necessary. It also contributes to career satisfaction by sharing the good and bad assignments, and provides an organization the ability to rapidly fill vacancies.

Bennett (2003) listed the following as some benefits of a job rotation program for employees:

- i. Job rotation can lead directly to the accelerated development of new staff members;
- ii. Enabling staff to work in different areas of the organisation through cross-functional job rotation and job swaps can contribute to employees’ knowledge of the organisation and its functions;
- iii. Cross-functional job rotation can lead to a greater understanding by employees of the many functions of the organisation;
- iv. Job rotation can contribute to the development of social and individual human capital by enabling employees to develop new relationships with other employees across the organisation as well as gaining on-the-job experience;

- v. Skill diversity may help employees to meet the minimum qualification of jobs for future career advancement;
- vi. Employees may make a more serious commitment to their career when an organisation invests time in an employee and develops their abilities;
- vii. Various job assignments can make employees' work more enjoyable and provide more skills to avoid redundancy.

In addition to the opportunity to learn new skills through job rotation, other benefits of job rotation programs for employees are highlighted by Indiana University (1997), including:

- a) Increased job satisfaction;
- b) Broadened work experience;
- c) Greater job variety;
- d) New perspectives on individual responsibilities; and
- e) Personal self-development.

Emphasising the benefits of job rotation to the organisation, Earney and Martins (2009) state that managers can use job rotation programs to develop their staff with potential to meet future departmental goals.

In addition, Olorunsola (2000) states that job rotation is a powerful tool that can be used to align employee values and organisation goals. Engel et al. (2003 p.7) suggests that "job rotation exercise identifies one potential solution to recruitment problems".

2.11 Challenges of job rotation

Job rotation is a human resources strategy where companies move employees around to various jobs within the organization. Intended to provide benefits to both employees and the employer, job rotation is supposed to increase employee interest level and motivation. Despite benefits related to multiple skill development, job rotation also has its limitations.

There are limitations associated with job rotation. The cost and risk of rotation varied with the type of rotation experience. Poaching of rotating personnel from the transferring office was a major concern, along with the possibility; the employee would be reluctant 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 organization. Additional risks included the perceived increased workload on remaining staff, and the time spent brining a person up to speed State Services Commission (1999).

Malinski (2002) identified several difficulties with implementation of job rotation programme and as follows:

2.11.1 Resistance by experience staff

One limitation of job rotation is the resistance by experienced staff. Experience staff does not want to learn new job skills or move to other locations. Many experience staff think been moved

to a different department means to go back and learn all over again. They see job rotation as a means of taken one away from what they enjoy doing most.

2.11.2 Job and pay structure

Many organizations pay structure is designed on the skill level of the staff with the job they do. Been moved to a new department means the skills and experience one needed to produce at a higher efficiency cannot be utilized. Organizations find it difficult on where to place employees who are under training and do not have the required skill to perform at a higher level.

2.11.3 Cost of implementation

One of the greatest challenge of job rotation is the cost involve in its implementation. Job rotation brings about low in productivity since it takes time for new members to adjust to the system. Difference in skill level among staff may be significant resulting in additional expense in upgrading staff or loss of productivity for some period. Another cost is the length of training and learning period required for staff for new job.

2.11.4 Presence of Labour Union

Malinski (2002) recognized that a unionized environment may restrict job rotation within particular job classifications. Cosgel and Miceli (1998, p.12) reported, “If a strong labour union negotiates primarily on the basis of wages and disregards other job attributes, then the firm would not be able to offer job rotation”.

2.11.5 . Industrial settings

One challenge of the adoption of job rotation is the risk of putting untrained staff in hazardous situations.

2.11.6 Three key challenges

Malinski (2002) again identified three key challenges:

- i. the determination of the type of job rotation,
- ii. the clarification of the process of changing the work structure itself,
- iii. and the communication to all about the type of staff training and the length of the learning period”

2.11.7 Employee’s resentment

In addition, Bennett (2003) pointed out that “cross-functional job rotation for selected groups can make considerable demands on the support of the colleagues of participants” (p. 8) and explained that “this can cause resentment where their support is provided for those they perceive to be members of a privileged group or be destined for higher things rather than continuing to work along-side them as colleagues” (p. 8).

2.12 Conceptual framework

Our conclusion from the motivation, purpose, and literature review is that USFL's job rotation has a positive influence on job performance and the organizational. In order to create an atmosphere for an effective implementation of job rotation programme management must consider the reasons for the adoption of job rotation, its effectiveness on the employer and the

employee. The process involve in the implementing of a programme must be taken into consideration since the processes and procedures involve in the implementation will determine the benefits and limitations the programme may offer. Therefore, in this study, the impact of job rotation can provide is independent variables, and organizational commitment is a dependent variable, while job performance is the mediating variable.

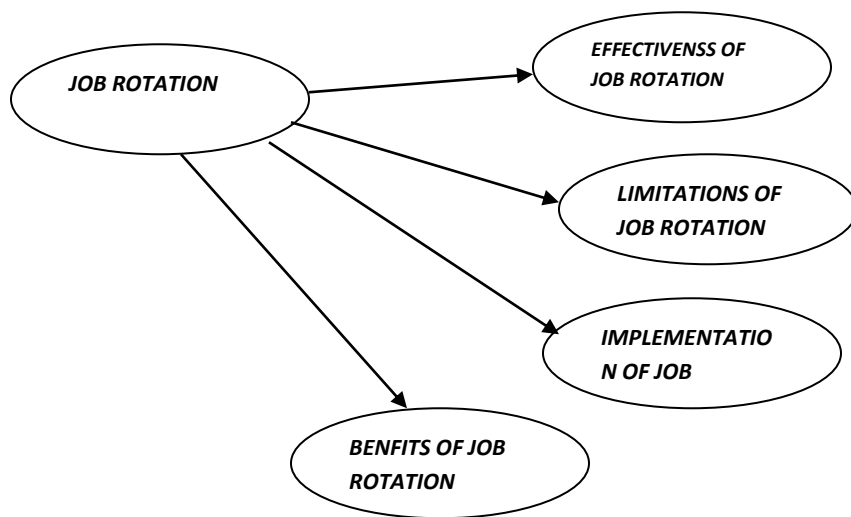


Figure 2.1: Development of a conceptual framework

Source: Researcher's own work

CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

This chapter focuses on the methods adopted in the research which aimed at investigating into the impact of job rotation on employee's performance at Utrak Financial Services Limited. The chapter presents the research design, sources of data, and the data analysis procedure and tools used by the researcher to answer the research questions. The chapter finally outlines the profile of Utrak Financial Services Limited. (UFSL).

3.1 Research Design

The research combined both exploratory and descriptive designs which aimed to look into the effectiveness of job rotation on the performance of employees. The exploratory research design sought to define and explain the human behavior aspect of the study by looking into the importance employees attached to job rotation. As a result, an inductive approach was adopted towards the analysis of the research findings.

3.2 Sources of data

Considering the nature of the research, the study made use of both primary and secondary data. This enabled the researcher to gather qualitative and quantitative information. The two main sources of data the researcher used were primary and secondary sources.

3.2.1 Primary data

The main sources of primary data were from respondents collected through the use of interviews, observations, interactions and a structured questionnaire.

3.2.2 Secondary data

A strategy adopted by the researcher in accessing secondary data was through the use of journal articles, published newspapers, books and the internet. The internet and the library sources were particularly useful in accessing a large variety of materials from job rotation propounded by various authorities.

3.3 Population

The target population of the study was primarily the members of the UFSL in Operations department, Customer Service department, and Accounting department in the head office.

Table 3.1: Population of members in the selected departments

Departments	Number of employees
Operations	20
Customer Service	10
Accounting	10
Total	40

Source: UFSL Head office desk, Kumasi

3.4 Data Collection Tools and Procedure

The main means of collecting primary data was the questionnaires which were administered to the various respondents. The choice of this technique was based on the fact that it was the most convenient tool to use to elicit the needed information from a literate sampled population. The questionnaires were structured to include both closed and open ended questions. The information gathered included information about UFSL and how the organisation adopts job rotation programmes to promote employees performance. Again the data collected includes the consistency of respondents' understanding and interest in the job rotation programme.

3.5 Data Analysis and Presentation

Data analysis was done through the use of SPSS and Excel Microsoft. These were analysed through figures and tables. In addition to that, a comparison of data was also done in order to ascertain whether the information gathered from the respondents was in

3.6 Ethical Considerations

Considering the nature of the study, a written permission to administer the questionnaires was sought from UFSL, Head office. The Human Resource Manager in response wrote a consent letter to the researcher to administer the questionnaires to its employees. The letter outlined the fact that the information requested was purely for academic purposes. To further assure the respondents that the information they would provide was going to be treated very confidential, no request was made for the respondent's names and other personal data.

The researcher met with the Human Resource Manager at the Utrak Financial Services Head Office who gave a brief information and background of Utrak Financial Services. The researcher

was granted further interviews by the Human Resource Manager for clarification on the information given. With the aid of interview guide (Appendix 2) the researcher asked the HRM a number of questions on job rotation

3.7 Organisational profile: Utrak Financial Services Limited

The study adopted the case study approach which used UFSL.

3.7.1 Historical background of Utrak Financial Services Limited

Utrak Financial Services Limited (UFSL) is a registered financial house with its head office in Adum, Kumasi. Presently it is undertaking the business of micro credit to civil and public servants who draw their salaries through the Controller and Accountant General's Department and other reputable institutions.

Its market niche comprises school teachers, health workers, district workers, prison officers, fire service workers and many others. The company's objective is to serve this class of the society to create economic development for the area and to help in solving serious societal/ personal problems in the rural and sub-urban regions of the country. The company is strategically located at Adum, a prime business centre in Kumasi.

UFSL applied for a license from the Bank of Ghana to operate a Finance Company under the Financial Institution (Non-Banking) Law (PNDCL 328) of 1993. This application was granted on the 13th day of September, 2006 with license number FNB 0120. It is envisaged that this would enable the company establish its presence in the Ghanaian financial market and provide quality and sound financial services in support of the Ghanaian economy and also help

compliment Government's efforts at achieving accelerated growth and poverty reduction strategy.

Utrak Financial Services provides financial solutions to the needs of consumers who do not have access to traditional banking services. The company is wholly Ghanaian owned.

Utrak Financial Services Limited has staff strength of 80 employees.

Company's vision

The Company's strategic vision is to develop and nurture a financial institution providing highly efficient financial services to her clientele that will promote growth in the economy. Utrak hopes to attract and retain the best of labour in the industry.

Mission statement

The company's mission is to provide excellent customer service and ensure real returns to stakeholders and investors without placing invested funds under uninformed risk. UFSL intends establishing a financial services company that would offer quality services to its clients, whilst ensuring that the pricing policy remains competitive within the Ghanaian financial environment. The products and pricing policy that UFSL intends to deliver to the market will introduce a new level of dynamism in the finance industry and ensure competition, which in the long run, will promote growth in the economy. The firm will focus its resources and energy on providing financial services tailored to suit the needs of its clients.

The company's efforts are directed toward achieving the following sets of goals;

- i. To conduct business as a formidable acceptance and finance house in Ghana, and to assist in the development of a vibrant financial market which will ultimately accelerate the development of the private sector of the economy;
- ii. To emphasize the effective use of information technology in providing the best services to its clients. Innovation in information technology will give UFSL a competitive edge over its competitors. In this regard, the company will strive to use information technology to design IT products, encourage clients to use these services cheaply.

Products & Services

Utrak financial services provide the following product and services

a) Personal Loans

This is designed to offer short-term credit facilities, predominantly to salaried workers in respect of medical, educational, economic and social needs. All institutional workers (bankers, miners and recognized unions) are given this loan at very competitive interest rate and timely. Beneficiaries are required to provide at least a guarantor depending on the quantum of the facility approved.

b) Loans for Government Workers

This option is opened to only workers who draw their salaries through the Controller & Accountant General's Department.

Basic requirements are:

- i. 3 current payslips
- ii. Recognized Identity Card

iii. 2 passport pictures

c) Business Loans

Your business needs capital, whether it is for new equipment or inventory acquisition, new marketing efforts or sales drives - even for funding day-to-day operations during a slump. Utrak Business Loan can provide the money your company needs to thrive. Utrak Business Loan gets your company the cash it needs without all the hassles associated with traditional loans.

Utrak Business Loans are for Small & Medium Enterprises (SMEs) who are operating viable micro business that generates regular sales.

d) Investment

Individuals who have a minimum of GH¢5,000.00 and corporate bodies with GH¢10,000 or more are given attractive interest rates when they invest in our T-Plus Investment Plan.

e) Finance Leasing

Under this product, customers are financially supported to purchase cars, generators, deep freezers, land and building and any property of his/ her choice.

We give out instant loans, our rates are competitive, and come let us join hands and move to our world of financial freedom.

The company strives to deliver to its clients the following:

- i. Wide range of high quality and reliable financial products /services at a competitive price.

- ii. Superior services from a team of trained and motivated employees;
- iii. Providing a kind of flexibility to satisfy customers.

As part of Bank of Ghana regulations to all financial institutions, they are required to rotate their employees to avoid corruption. Utrak as a member of the non-financial institution has introduced job rotation programs into their operations.

Source: (<http://www.utrakfsghana.com>) Date accessed: 5th June, 2012

CHAPTER FOUR
DATA PRESENTATION ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter involves data presentation, analysis and discussion. The chapter seeks to give a clear and unbiased view of the data collected from the questionnaires were analysed using Statistical Package for Social Science (SPSS) and then put into Microsoft Excel to generate the figures used in the analysis. In all 18 questionnaire items were administered to 40 respondents.

- i. Operation department
- ii. Customer Service department
- iii. Accounting department

The chapter also focuses on the implication of the findings.

Table 4.1 Qualifications of respondents

Qualification	Respondents	Percentages
SSSCE	2	5
Bachelor Degree	32	78.5
Masters degree	6	16.5
Totals	40	100

Source: Researcher's field work

The individual respondents had a good educational background: 32 (78.5%) held bachelor degrees, 6 (16.5%) postgraduate degrees, and only 2 (5%) graduated from senior high school. Because almost all of them are well-educated individuals, those who have worked in the company for more than two years, they can be assumed to be very familiar with the operations of their company and are in a better position to provide valid information regarding the research study.

4.1 PRESENTATION OF DATA

4.1.1 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

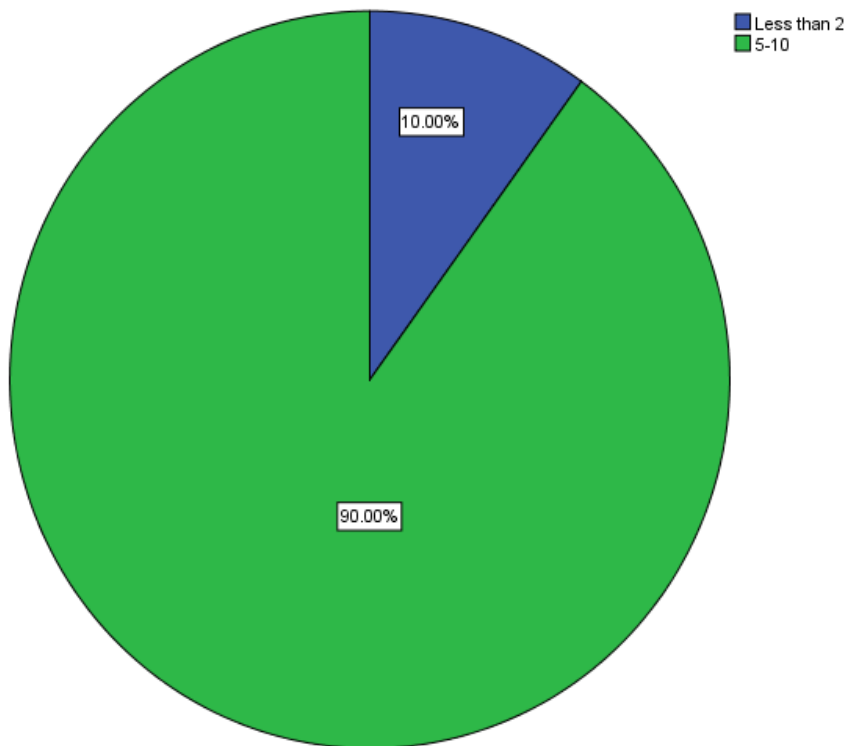


Figure 4.1 Length of service

Source: Researchers field work

The length of service employees have been working was vital to acknowledge the diversity in the knowledge and experience of responses. Figure 4.1 shows that out of the 40 respondents, those who have worked in the organisation for less than two years is 4 (10%), 36 (90%) have worked in the organization between 5 and 10 years. It is realised that majority of the respondents have worked between 5 and 10 years.

4.2 Introduction of job rotation

The researcher as part of the objectives, sought to find out from the Human Resource Manager (HRM) how job rotation is adopted in the organization. In her response she gave a brief history of the adoption of job rotation programme in the organization. According to her, job rotation was introduced in 2008 in Utrak Financial Services Limited by a directive from Bank of Ghana to all financial institutions to introduce job rotation strategies in their human resource activities. In that program, as soon as the directive came, the HRM was tasked to develop a pilot programme on how to adopt the programme into its operations. Again, management observed that newly employed staff lacked the necessary skills to perform effectively on the job. As a result, there were a lot of manpower lapses that created a lot of problems when an unexpected vacancy occurs. When the programme started newly employed staff were involved in the process whereby they were posted by the organization to one department after the other within the organisation. There was no any hard-and-fast rule concerning the period employees spent in a particular department before they were re-posted to another department. After one year when the programme started, the organization adopted a written policy on job rotation. The policy specifies two years intervals for employees to be rotated. The programme is now applied to only members from the Operations, Customer service and Accounting departments.

When the researcher wanted to know why the programme did not cover all the departments, the HRM stated that the three departments were those which were involve in the core business and have many people working under them.

Table 4.2 Number of times employees have been rotated

Variable	Frequency	Percentages
Only Once	28	70.0
2-4 time	11	27.5
5-6	1	2.5
Total	40	100

Source: Researcher's field study 2012

4.3 Number of times employees have been rotated

Table 4.2 shows the number of times employees have been rotated. It is evident that, employees who have worked in the organisation within 12 month have experience some level of job rotation. The table shows that 28 (70%) respondents have been rotated only once and also, 11 (27.5%) respondents have been rotated 2 to 4 times and 1 (2.5%) respondent has been rotated 5-6

times. This gives a clear indication that the attaché importance to job rotation by given employees the chance to be rotated within their first 12 months in the organization.

Table 4.3 Various departments’ in which employees have worked as a result of job rotation

Variable	Frequency	Percentage (%)
1 department	2	5.0
2 departments	33	82.5
3 departments	4	10
more than departments	1	2.5
Total	40	100.0

Source: Researcher’s field study 2012

4.4 Various departments’ in which employees have worked as a result of job rotation

Table 4.3 shows that, 2 (5.0%) respondents have worked in only one department. Also, 33 (82.5%) respondents have worked in two departments as a results of job rotation, 4 (10%) respondents have worked in three departments whiles only one respondent has worked in more than three departments.

This is a clear indication that all the respondents have experienced some level of movement from one department to another as a result of job rotation. This indicates that the company adopts job rotation to move their employees from one department to another which helps them to alleviate

boredom and also learn from the other departments. This may be why Rothwell et al, (1994) suggested that organizations to use job rotation to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Job Rotation is also believed to have the ability to decrease the amount of boredom and monotony experienced by employees who work the same position for extended periods of time. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Job Rotation is also believed to have the ability to decrease the amount of boredom and monotony experienced by employees who work in the same position for extended periods of time.

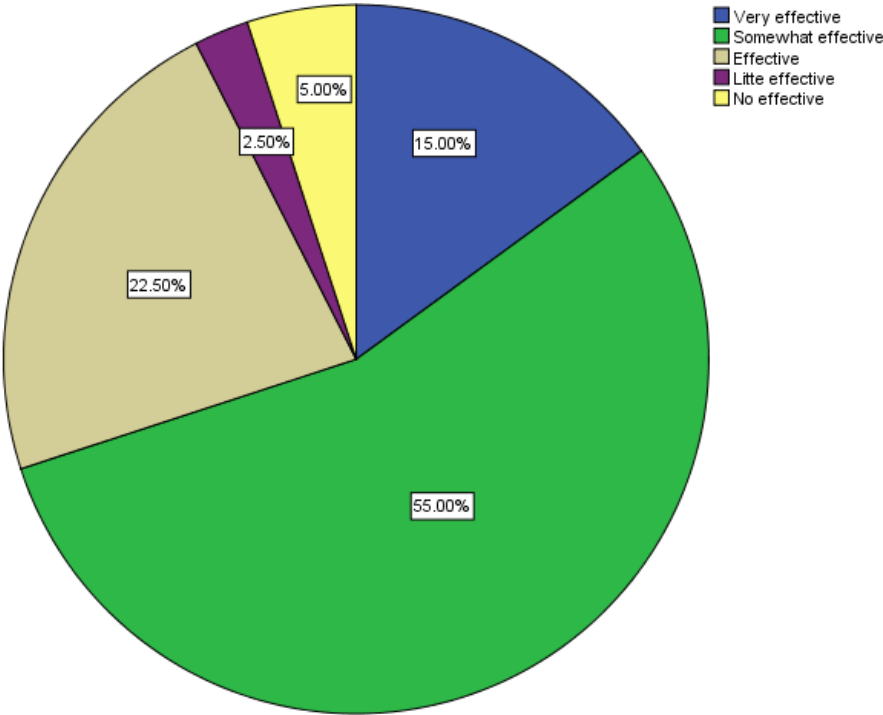


Figure 4.2 Effectiveness of job rotation

Source: Researcher’s field work

4.5 Effectiveness of job rotation

The study also saw it to be very necessary to know the impact of job rotation have on the employer, employee and the organisation when introduced in an organisation. The researcher wanted to find out the effectiveness of job rotation in the organisation. Figure 4.2 shows that 6 (15%) respondents acknowledged the fact that job rotation was very effective because it promotes learning opportunities, again 22 (55%) respondents responded it was somewhat effective since employees have the chance to learn, also 9 (22.5%) respondents think job rotation was effective and 1 respondent thinks job rotation has little effect in his organisation and 2 (5%) respondents recognized that job rotation has no effectiveness in their organization since it was time wasting. To a large extent, majority of the respondents were positive that indeed job rotation was effective in their organization. The theoretical framework Eriksson and Ortega (2004) tested was chosen to evaluate the effectiveness of job rotation programme adopted by UFSL. Eriksson and Ortega (2004) tested three theories on why organisations introduce job rotation, “employee learning, employer learning, and employee motivation”.

With employee learning, the theory is 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 and Ortega, 2004 p.2).

Under the employer learning theory, the firm 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 and Ortega, 2004 p.2). The employee motivation theory states, job rotation motivates

employees who would otherwise become bored and tired of always performing the same tasks. (Eriksson and Ortega, 2004 p.2).

The results of the study indicated that the likelihood of job rotation increases with firm size and the homogeneity with respect of the workforce.

4.6 Level of satisfaction

Participants were asked in an interview about their level of satisfaction with and their views concerning the job rotation programme. The information obtained was grouped into three job rotation characteristics:

- (1) Developing their skills on the job;
- (2) Developing new relationships; and
- (3) Various job assignments making the job enjoyable.

The results show that 28(70%) participants mentioned their satisfaction with the job rotation programme as a way of developing their skills on the job, also 11 (27.5%) mentioned their satisfaction with job rotation programme as a way of the various job assignment making the job enjoyable and develop new relationship, one participant mentioned his satisfaction with the job rotation programme as a way of developing new relationships.

4.7 Job performance

Participants in an interview were asked to what extent the job rotation programme have impacted on their job performance. Responses were grouped into similar themes and evaluated in

line with what according to Champion, et al (1994) wrote. He made mention that 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 noted as an effective tool for career development. Second, an employee who rotates accumulates experience in more area than an employee who does not rotate. Hence, if an employee rotates more frequently, it is easier to train him to become a generalist.

Responses from participants on the impact of the job rotation on their job performance revealed that 12 (30%) mentioned that the job rotation has equipped them with the skills to enable them to work effectively in the digital environment. 24 (60%) also mentioned that the job rotation programme has helped them to work effectively on the job. Some 4 (10%) also mentioned that the job rotation programme has helped them to do what they did not know before.

Job rotation is one of the most important issues in Human Resource Management which organization uses to build employees performance. A well-planned job rotation or sharing scheme can make work more interesting and stimulating and equip staff with multiple skills.

Table 4.4 Significance of job rotation programme

Variables	Frequency	Percentage (%)
Very significant	6	15
Somewhat significant	14	35
Significant	14	35
No significant	6	15
Total	40	100

Source: Researcher's field work

4.8 Significance of job rotation programme

It was critical to identify the significance employees derive from the job rotation programme in their organisation. The researcher wanted to know if employees and management see any importance from the programme and whether it has helped to improve their performance level.

Table 4.4 shows that 6 (15%) out of the 40 responses indicated job rotation was significant since it improves performance level; 14 (35%) said it was somehow significant, while 14 (35%) responded it was significant; 6 (15%) said there was no significance in job rotation programme in their organisation since it took them away from they like doing most.

From the literature both employer and employees have their perspectives on job rotation. From the employers' point of view, organizational theorists have advocated frequent rotation as a means of reducing fatigue and boredom on jobs so as to maintain productivity Miller, et al (1973) and fairly frequent rotation after the initial hiring as a means of orientation and placement Wexley and Latham, (1981). Job rotation is a form of training which provide backups for other workers so that managers have a more flexible work force and a ready supply of trained workers Rothwell et al, (1994). When rotation occurs at longer intervals, it has been thought as a practice of progressive human resource development or a means of enhancing the value of work experience for career development Campion, et al, (1994).

4.9 Achievements from the job rotation programme

Participants were interviewed to evaluate their learning achievements related to the job rotation programme. Responses were evaluated in line with:

- i. Learning achievements: what knowledge and skills do participants acquire from the programme?
- ii. Ability to acclimatize to their new department
- iii. Ability to work under different leaderships

Achievements related to the job rotation programme were: 14 (35%) participants indicated that it has helped them to acquire new skills and the skills required of the various departments; 14 (35%) participants mentioned that the different postings during the job rotation programme made the job more interesting since it has reduced the physical and mental stress for doing the same kind of job everyday; and 6 (15%) participants mentioned that new friends were established

during the job rotation programme, while 6 (15%) mentioned some departmental leaders were not willing to accept new members in their department. Their reason was that it delays productivity, since the time needed for production was used to train new members.

4.10 Job rotation policy

Policy of a company represents the rules and regulations that govern the company. It spells out the process and procedures on which job rotation can be implemented and enforced by both management and the general staff.

Knowing whether or not employees have knowledge about job rotation policy in the company was necessary. The analysis on this part focuses on the knowledge level of the members of the existence of job rotation policy. It shows that 25 (62.5%) of the employees know that their company has a policy and 10 (25%) responses showed that they do not have while 5 (12.5%) did not give any response.

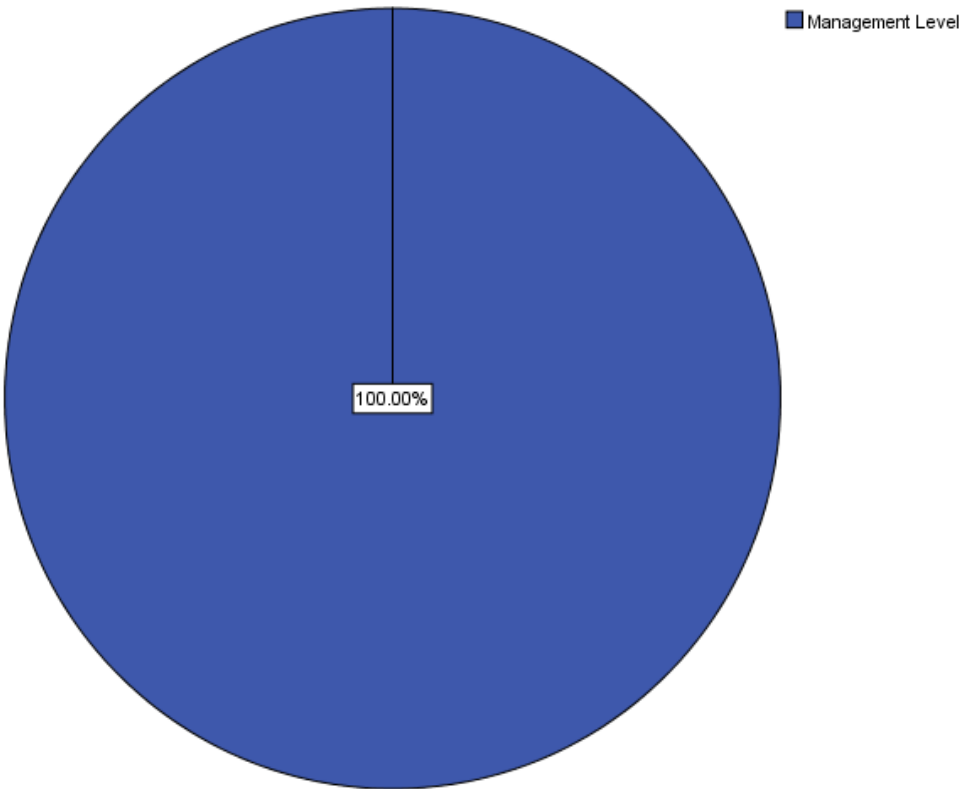


Figure 4.3 Implementation process

Source: Researcher's field work

4.11 Implementation process

Figure 4.3 provide a clear indication that the process involved in the implementation process is only done by management. All the respondents said job rotation was only implemented at the management level. The researcher got the chance to interview the Human Resource Manager on the issue and she explained that decision and implementation on job rotation was taken by management and employees are informed of management's decision. This go up against with what Joel Zeff (2008) wrote, in his second step in the job rotation process, he explains that the

organization should give the employees ownership of the rotation policy. They should be part of the process. When they have ownership and responsibility for something, they show commitment. When employees start to care, the next step is passion. Your ultimate goal is for all your employees to develop passion for their jobs.

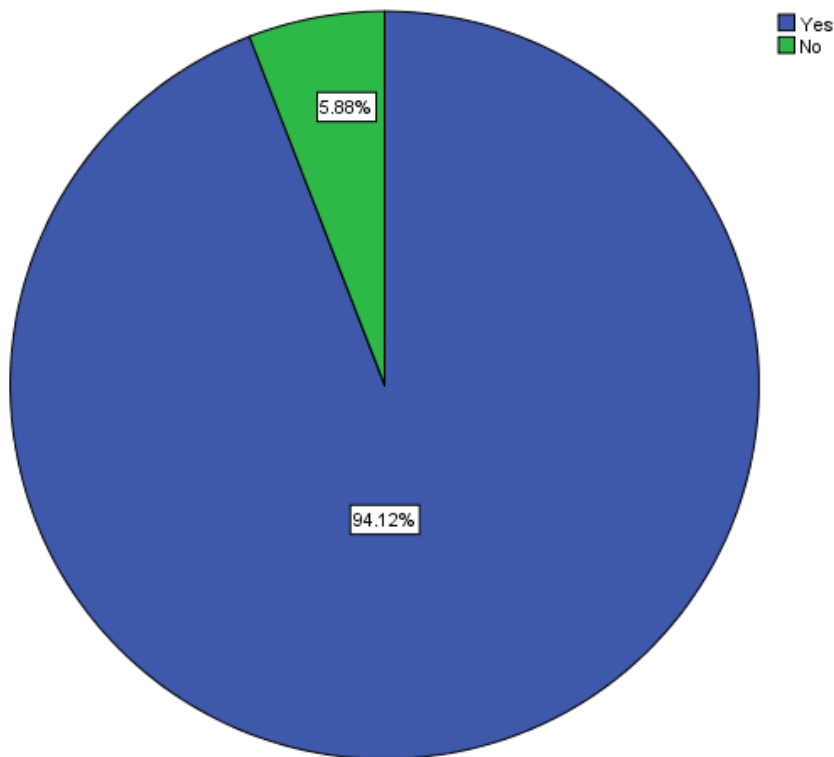


Figure 4.4 Learning mechanism

Source: Researcher's field work

4.12 Learning mechanism

The role that training can play in human resource development, especially in organisations cannot be over-emphasised. One advantage of staff training is that it improves job performance and

therefore promotes management efficiency. Similarly, training programmes should be directed towards improving efficiency and job performance.

In order to know how job rotation has helped employees to learn from different departments, the researcher asked respondents if job rotation has helped them learn from different department. From figure 4.4 94.12% of the respondents responded 'yes' while 5.8% responded 'no'. This finding agrees with an earlier study by Edward (2005, p. 74). He 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. He describes job rotation as an activity where an individual is moved through a schedule of assignments designed to give that individual a breadth of exposure to the entire operation.

4.13 Training

The role that training can play in human resource development, especially in organisation cannot be over-emphasised. One of the aims for job rotation programme is to use it to the level of knowledge and skills. In this context, respondents were interviewed to know how they have added to their knowledge when their organisation introduced job rotation. These were their responses:

Thirty-two (80%) respondents reported that they have received training while 8 (20%) responses showed they have not been trained. This finding agrees with an earlier study by Bennett (2003), who found out that job rotation contributes to the development of social as well

as individual human capital by establishing and developing new relationships across the organisation.

4.14 Employees' involvement

Making sure employees can see how their jobs relate to an agency's overall mission is an important part of successful human resources management. Employee involvement is creating an environment in which people have impact on decisions and actions that affect their jobs.

It was critical to identify if employees were involve to determine interest, gain and inputs they are to bring on board. Out of the total number of 40 responses, 10 (25 %) indicated they were involved, and 30 (75%) responded they were not involved. This gives a clear indication that management did not involve employees in the programme. Zeff (2008) was of the view that organisations must give their employees ownership of the rotation policy. They should be part of the process. When we have ownership and responsibility for something, we start to care. When employees start to care, the next step is passion. Your ultimate goal is for all your employees to develop passion for their jobs.

Table 4.5 Interest in job rotation

Variable	Frequency	Percentage (%)
Yes	30	75
No	10	25
Total	40	100

Source: Researcher's field work

4.15 Interest in job rotation

The significance of how interested one would be in job rotation is for the fact that there arises diversity in achieving knowledge and accomplishing greater results. It shows however, that a greater number of employees were interested in taking up employment opportunities. Out of the total number of 40 responses as much as 30 (75%) were very interested in job rotation and as low as 10 (25%) responses were not interested in job rotation which shows that this results did not have a serious effect on the company's results as the number of interest was high. This finding agrees with the finding of Malinski (2002) whose study reveals that job rotation 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.

Table 4.6: Benefits of job rotation

Variables	Frequency	Percentage (%)
Job rotation help to build up more experience from different departments	4	10
It helps them get more knowledge from different departments when they are rotated	10	25
It reduces boredom, work stress when moved into different departments.	6	15
Help them to use their talents for a wide range of work.	2	5
Job Rotation also provides the employee with an opportunity to		

take part in team building and personal development	8	20
Job Rotation provides employees with further training to improve their qualifications	10	25
Total	40	100

Source: Researcher's field work

4.16 Benefits of job rotation

Table 4.6 indicates some benefits respondents derived from job rotation programme at UFSL. Four (10%) respondents said job rotation has helped them to build up more experience from different departments again 10 (25%) respondents said job rotation has helped them to get more knowledge from different departments when they were rotated. Six (15%) respondents said job rotation has helped to reduce boredom and work stress when they were moved into different departments while 2 (25%) respondents said it has helped them use their talents for a wide range of work. Eight (20%) respondents said job rotation has provided them with an opportunity to take part in team building and personal development and 10 (25%) respondents said job rotation has provided them with further training to improve their qualifications. These agree with what the following writers wrote about the various benefits of job rotation.

1. An employee who rotates accumulates experience more quickly than an employee who does not rotate (Eriksson and Ortega, 2004).
2. An employee who rotates accumulates experience in more areas than an employee who does not rotate (Eriksson and Ortega, 2004).
3. An employee who rotates is competent in skills that are not necessarily performed in their

normal duties making them more responsive when change is necessary (Jans and Frazier-Jans).

4. Rotation contributes to career satisfaction by sharing “good” and “bad” assignment, and provides an organization the ability to rapidly fill vacancies (Jans and Frazier-Jans, 2001).
5. Job rotation produces innovation by improving an organizations ability to generate and respond to change (Cosgel and Miceli, 1998).

4.17.1 Challenges HRM’s point of view

The researcher conducted an interview with the HRM on the challenges the company has encountered when they adopted job rotation programme. The HRM was asked whether the job rotation programme adopted since 2008 faced some limitations. The HRM response to question is presented below.

- i. Some of the rotatee’s are not quite dutiful or not serious minded to learn the work. The reason was that some job rotatee’s see some areas as too difficult for them to acquire the skills needed to function effectively in that department,
- ii. Some supervisors did not really want to pass the practical knowledge/skills to the new staff because they are regarded as temporal staff in that department.
- iii. No specific duration existed for each rotation posting. As a result, the rotatee’s may not have much time to get to know the work before they are posted to another department.

In addition, the HRM advised that there should be an ongoing official organization policy guiding job rotation programmes to maintain continuity. She also advised that job rotation

programme will equip employees with various skills and must be encourage despite its limitations.

Table 4.7: Challenges from employee’s point of view

Variables	Frequency	Percentage (%)
It takes employees away from the work they like to do most or what they enjoy doing	15	37.5
It brings about low productivity since it will take time for the new employee to adjust	10	27.8
Employees may have breath of experience but don’t have deep knowledge and expertise of one particular job.	11	30.6
No response	4	10
Total	40	100

Source: Researcher Field work

4.17.2 Challenges from employee’s point of view

After an interview with the HRM, the researcher was also granted an interview by the employees of the organization. Members were also asked of the various limitations they have encountered as a result of the job rotation programme. Table 4.7 shows the different limitations employees have encountered as a result of job rotation. Fifteen (37.5%) of the participants said job rotation takes employees away from the work they like to do most or they enjoy doing, also 10(27.8%) participants said it brings about low productivity since it will take time for new employees to

adjust while 11(30.6) participants said employees may have breath of experience but do not have deep knowledge and expertise of one particular job. Four (10%) people did not grant the interview.

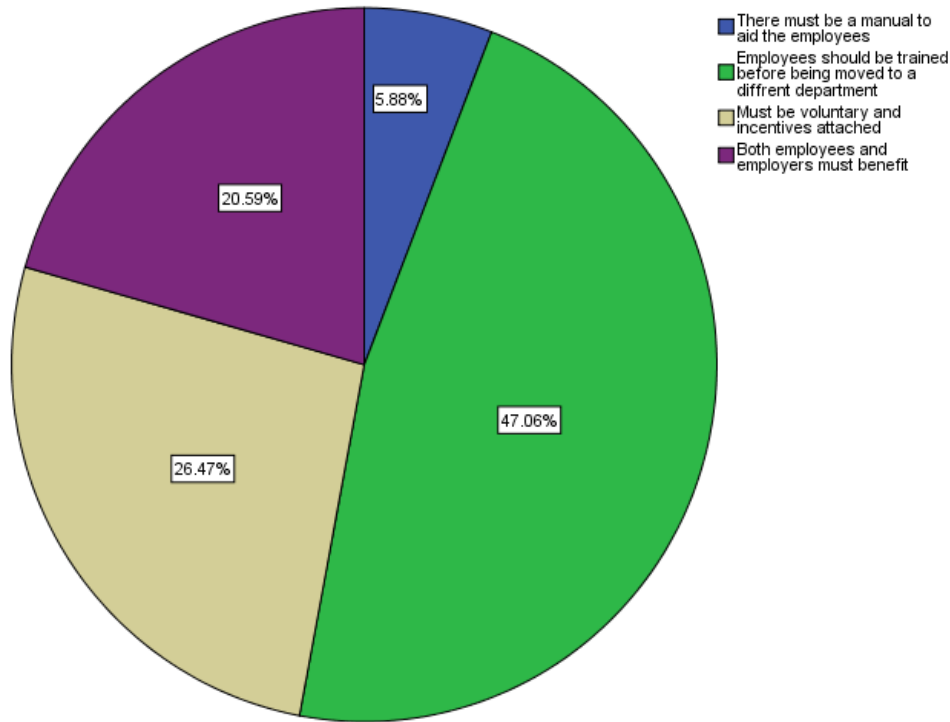


Figure 4.5 Recommendation

Source: Researcher’s field work

4.18 Recommendations

Figure 4.5 shows the analysis from the question what respondents recommend on how to improve job rotation in their organisation. Two respondents said their organisation must have a manual to aid the employees and are represented by 5.0%, 16 (40%) respondents said employees should be trained before being moved to a different department, 9 (22.5%) responded that there

must be voluntary and incentives attached and 7 (17.5%) respondents said both employees and employers must benefit. 6 respondents did not give any recommendation.

The table shows that 85% of respondents saw the need to have job rotation that gives employees a chance to learn, upgrade themselves and benefit from job rotation.

4.19 Effect of job rotation

Utrak Financial Service aims at achieving effective job rotation to improve employees' performance. Therefore, the impact of job rotation is seen as a vital element in its development. The analysis below shows the responses for this enquiry. Thirty-eight (95%) responses said the programme made a positive impact while 2 (5%) said it has not made any positive impact on the company as a whole. A well planned job rotation programme in the organization has immense potential of positive impact on job satisfaction, engagement of people and finally on retention of people.

Job rotation has affected productivity in the company by improving the skills, knowledge and capability of employees that has reflected in the work they do thereby resulting in effective management. In this case the real effect of job rotation on employee's performance is envisaged.

4.20 Implications

The findings from this study can inform management about the adoption of job rotation programmes in their organisation. The analysis implies Utrak Financial Service Limited had attained the level of job rotation through the hardworking, commitment and dedication of service of its employees.

It also implies that even when some employees retire or leave, with just rotating the employees from one level, unit or department to other work activities would be very well carried on until other appointments or recruitments are made if necessary.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introductions

This chapter deals with the summary of the findings, conclusion and recommendations of the study.

Finally, the research opens some potential areas for future development. Nevertheless, such developments should not significantly change the recommended programme which positions as the base policy program in job rotation instead they will strengthen and complement it with the new changing business conditions and environments.

This chapter summarizes the entire research work and the conclusions drawn from the findings and the recommendations on the research.

5.2 Summary of findings

Based on the research conducted, the study revealed the following findings:

5.2.1 Assessing the effectiveness of job rotation

One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management. Performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

It is clear from this research that job rotation is broadly defined to meet the needs of organisation. The principle forms of job rotation utilized in UFSL among three departments Operations, Customer Service and Accounting.

5.2.2 Rationale of job rotation

The study identified that at UFSL what calls for job rotation is the issue of a directive from Bank of Ghana. The study also reveals that job rotation helps alleviate the physical and mental stresses endured by employees when working in the same position year after year. It further found out that job rotation has yielded high levels of productivity and maintains a high corporate image. Respondents conceded that job rotation has help to train and use employees available to fill positions.

5.2.3 Implementation process of job rotation

To assess employee's involvement in the implementation process respondents were made to answer a question on whether employees were made part of the implementation process. The respondent's indication that the process involve in the implementation process was only done my management. This can be a reason why many supervisors and employees resist the programme.

5.2.4 Challenges from the adoption of job rotation programme

The research reveals some challenges that may hinder the progress of the adoption of job rotation programme that may improve employees' performance. The respondents identified the following as some of the challenges:

- a. Resistance from supervisor**
- b. Resistance from employees**
- c. Lack of adequate training**

a. Resistance from supervisors

The researcher reveals that many management and supervisor resist job rotation. Some supervisors did not really want to pass the practical knowledge/skills to the new staff because they are regarded as temporal staff in that department. They see the programme as time consuming and bring about low productivity. In many cases senior managers seem unwilling to risk instability in their units by moving qualified people from jobs where the lower level manager is being successful and reflecting positively on the actions of the senior manager.

b. Resistance by employees

The study also reveals that it takes employees away from the work they like to do most or what they enjoy doing. It also identified that some of the employees were not quite dutiful or not serious minded to learn the work the reason was that some of them see some areas as too difficult for them to acquire the skills needed to function effectively in that department.

c. Lack of adequate training

It again reveals that employees who are rotated are not given adequate training before rotating them and employees may have breadth of experience but don't have deep knowledge and expertise of one particular job.

5.2.4 Benefit from job rotation

Respondents were also to determine some benefit from the adoption of job rotation. Out of the total number of 40 respondents 4(10%) said job rotation has help them build up more experience from different departments, 10 (25%) said it help them to get more knowledge from different departments when they are rotated, and 6 (15%) said it also provides the them with an opportunity to take part in team building and personal development, again 8 (20) said the programme provides them with further training opportunities to improve their qualifications whiles 12 (30%) said It reduces boredom, work stress when moved into different departments and Help them to use their talents for a wide range of work. Thus the research has shown that members do appreciate the introduction of the programme.

In summary, job rotation has the potential to provide many benefits to UFSL for future development of personnel and providing leaders for the department. Most of the employees, and management saw the importance of the impact of job rotation in the company. They say that the impact of job rotation had enhanced the capabilities of employees, improved upon the effective levels in production, human resource development and closed all the lapses that could have been exposed from employees exit either expected or unexpected.

5.3 Conclusion

In conclusion, it could be said Utrak Financial Services Limited's job rotation program has been in operations for five years and has helped solve manpower problems, reduce physical and mental stress and skill development needs. The aim of this study was to evaluate the impact of job rotation on employees' performance. Evidently, the job rotation program is a tool for skills development to enable employees to work effectively in all departments in the organisation.

It was clear that every employee of the company understood the impact of job rotation had played in the success of the company so far. The benefits of job rotation experienced by the reporting departments and UFSL are consistent with those identified in the literature search. The risks and barriers identified by the departmental survey were from currently utilizing job rotation. These barriers primarily consisted of the socio-economic impact of the rotation on the staff affected

A well-planned and well-adopted job rotation program can help to equip employees with the various skills needed to work effectively in the information age. In other words, job rotation programs provide inexperienced staff with on-the-job training and widened existing staff knowledge thereby, offering staff an opportunity to promote their skills and become valuable assets to the organisation.

UFSL staff identified many risks and barriers to the implementation of such a programme. This is not surprising, because the implementation of a job rotation programme must be an effective planned process. Employees must buy into the idea, be encouraged to give feedback and make suggestion for improvement since they would be most affected by the implementation of a programme of this nature.

5.4 Recommendations

Based on the findings and the conclusion, it is the researchers wish to make the following recommendations.

5.4.1 Employees involvement

The study has shown that apart from moving employee to accumulate experiences, management must involve employees who are involved in the process. Employees must be involved in job rotation to be able to understand that they are governed by policies of the company.

Making sure employees can see how their jobs relate to an agency's overall mission is an important part of successful human resources management. Employee involvement is creating an environment in which people have impacts on decisions and actions that affect their jobs.

As Joel Zeff (2008) writes, give the employee ownership of the rotation policy. They should be part of the process. When we have ownership and responsibility for something, we start to care. When employees start to care, the next step is passion. Your ultimate goal is for all your employees to develop passion for their jobs. Finally communicate with your employees about the rotation policy. What are their ideas? What works for them? What works for you?

5.4.2 Skills development

The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity.

One of the limitations that the researcher identified was that employees were not given adequate training on what they were to do in their new department before been rotated. Since the study revealed the impact of job rotation that resulted in employees performance in the company, the researcher recommends that supervisors should take the initiative to develop the employee skills

in various fields so that total human efforts will be displayed in the respective job tasks to further enhance performance. This should be done to ensure that employees do not feel bored doing the same thing over every time. Encourage staff to use this opportunity to develop their knowledge and skills.

5.4.3 Communicate policy

Another finding made by the researcher was that majority of the respondents complained that they did not know no if their organisation has a policy on job rotation, while others complained of the accessibility of the policy. Many companies devote substantial resources to developing corporate policies on a wide variety of subjects, but fall short when it comes to communicating these policies to employees. Unless the company devotes the same energy to educating the employees who are responsible for implementing and complying with corporate policies, the time spent on policy development is largely wasted. There must be a written documentation about various aspects of each job which will be helpful to reduce the employee learning curve in job rotation.

5.4.4 Both the employee and the organization need to benefit from the job rotation.

The study also suggested that the programme must benefit both employees and the organisation. Constantly teaching employees new job skills is time consuming and saps organizational energy. If the employee sees nothing in it for him, after he puts forth the effort necessary to learn new jobs, job rotation won't work or motivate employees. Additional compensation is often provided as employees learn new or more difficult jobs in a job rotation. The company has to benefit from

using job rotation by having the ability to keep key staff within a company. The process should the company to run more efficiently, and as a result, become more productive and profitable.

5.4.5 Increase employees performance

The study further suggest that one of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management Performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce. This may be the reason why Champion, et al (1994) wrote on how job rotation increases employees' job performance in two ways. First, an employee who rotates accumulates experience more quickly than an employee who does not rotate. Hence job rotation is noted as an effective tool for career development. Second, an employee who rotates accumulates experience in more area than an employee who does not rotate. Hence, if an employee rotates more frequently, it is easier to train him to become a generalist.

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APPENDIX A

QUESTIONNAIRE

Dear Respondent,

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis whose title is “*THE IMPACT OF JOB ROTATION ON EMPLOYEES PERFORMANCE*”. Your organization has granted me permission to use it as one of my case study organizations. Consequently, sampled employees, of which you are a member, are required to fill in the following questionnaire. I would be most grateful if you could please spare some few minutes of your precious time to answer all the question that follow. You are assured that all the data/information you provide would be treated with utmost confidentiality. I thank you in advance for your co-operation.

Thank you for your co-operation.

Dora Adjei

Instruction: Please tick [] the box that best represents your view or state where appropriate.

SECTION A: GENERAL INFORMATION ON COMPANY

1. Length of service

Less than 2[]

5 – 10 []

10 – 15 []

More than 15[]

2. How often were you rotated in your current company in the first 12 months?

a) Once

b) 1-3 times

c) 3-5 times

d) more than 5 times

3. Mention the names of all the departments where you have worked as a result of rotation.

SECTION B: HUMAN RESOURCE ACTIVITY

4. Is job rotation effective in your organization?

Very effective [] somewhat effective [] Effective [] little effective []

No effective []

5. Is there any significance in employees' job rotation programme in your company?

Very significant [] somewhat significant [] significant [] No significant []

6. Do your organizations have a job rotation policy?

Yes [] No []

7. Are employees' parts of the implementation process?

Yes [] No []

8. In what way is job rotation been implemented in your organization?

9. Are you interested in job rotation?

Yes [] No []

10. Have you benefited from job rotation in your company?

Yes [] No []

If yes, what benefit did you receive?

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.....

11. Give your recommendation on how to promote job rotation in your organization.

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.....
.....

End of Questionnaire

Thank You very much for your time.

APPENDIX B
STRUCTURED INTERVIEW

Dear Respondent,

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis whose title is “***THE IMPACT OF JOB ROTATION ON EMPLOYEES PERFORMANCE***”. Your organization has granted me permission to use it as one of my case study organizations. Consequently, sampled employees, of which you are a member, are required to fill in the following questionnaire. I would be most grateful if you could please spare some few minutes of your precious time to answer all the question that follow. You are assured that all the data/information you provide would be treated with utmost confidentiality. I thank you in advance for your co-operation.

Thank you for your co-operation.

Dora Adjei

Instruction: Please tick [] the box that best represents your view or state where appropriate.

SECTION A: GENERAL INFORMATION ON COMPANY

1. Please can you please tell a little history about the adoption of job rotation by your organization?
2. Please can you explain the level of job satisfaction from job rotation?
3. Please can you explain to me the extent of job performance from job rotation programme in your organization?
4. Dose job rotation has any significance on employees?
5. What are some of the achievement you derived from job rotation in your organization?

6. Do you think job rotation has helped you learn about different departments?
7. Have you receive appropriate training on the job you were rotated to?
8. Are you employee's part of the implementation process?
9. What are the various challenges you have encountered as a result of job rotation?
 - a. Views from Human Resource Manager
 - b. Views from employees

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End of Questionnaire

Thank You very much for your time.