

An Investigation of Obstacles Affecting Implementation of Job Rotation Process: A Case Study of Erbil Administrative Technical Institute and Shaqlawa Technical Institute

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Abstract—Nowadays, for ideal level of organizational performance, organizations should develop human resource policies continually. Since employees are considered as the most valuable factor of success and production, the most important assets and a main source of competitive advantage. Modern institutions adopt Job rotation as a fundamental technique for developing staff at all levels of management and in different fields. It provides all members with opportunities to develop their skills, competency and knowledge in different kinds of various jobs. The main purpose of this empirical study is to identify the factors affecting the implementation of job rotation process in Erbil Administrative Technical Institute and Shaqlawa Technical Institute. This study is descriptive and the sample size of population included 115 employees and lecturers who worked in Erbil Administrative Technical Institute and Shaqlawa Technical Institute and 108 valid responses were generated from the employees and lecturers of the two institutes. The tool of the study was a questionnaire. Thus, the items of the study were developed according to the questionnaire employed a 3-point Likert scale. The collected data were then analyzed by statistical package for the social sciences (SPSS). The findings indicated staff interests or willingness in implementing job rotation, the management/administration culture, knowledge or manager education were the main obstacles followed by the cost of implementing. Based on the findings, some recommendations were made for the decision makers.

Keywords— Employee motivation, employee performance, job design, job rotation, job satisfaction.

I. INTRODUCTION

Human resource is the crucial asset for any company (Rezaeizadeh and Naserpour, 2015, 17) keeping staff motivated and committed to job is the vital role of the human resource management. Pushing workforces interested in the job commitment in a loyal way is one of the main challenges human resource management is facing in any institution (Mohan and Gomathi, 2015, 209). In today's dynamic business environment, for optimal consequence, organization performance requires staff development continually (Saravani and Abbasi, 2013, 473). Organizational scholars claim that organization decision makers should find the path where they can help employees to fulfill their needs and make them to be more engaged in their jobs.

Human resources managers should possess enough capacity for creating a suitable job environment fitting to all levels of employment, thereby; job rotation can be the best solution for this problem (Sanali, et al. 2013, 160). Modern companies use job rotation as a fundamental technique for developing their staff at all levels of management and in different fields. It provides opportunities to all members to develop their skills, competency and knowledge in a different kind of changing jobs. The main principle of job rotation is to maintain mutual benefit for both sides, in other words, employees and employer should get benefit from it (Muneer, 2018, 27). Employees cannot get multi skills if they stuck in one specific job; or hence

they need to move to other jobs aiming to be an expert (Tumipa and Rumokoy, 2018, 899).

“Job rotation was first introduced in the 80’s in Denmark and was then over the following years further developed and implemented on a nation-wide scale. At the end of 1995 the transnational partnership “Job rotation – A new method in Europe” was established with the aim of testing this system in all Member States of the EU” (da Vinci, 2013, 10).

Job rotation is a modern and smart system for investing and achieving benefits from human resources at all levels of organization. It can be an alternative to job specialization; additionally, employees should move among jobs of similar nature. This technic is often applied by contemporary companies that seek to invest in experience, creativity and innovation in their work. Job rotation as systematic way usually is used by ministries, educational institutions, health service, industrial and media institutions, which includes similar set of tasks and jobs for human resources, aiming to decrease bureaucracy, routine and monotony in the technical and administrative jobs. Some companies use on the job training as the only kind of training available to staff. Ortega (2001, 1367) stated that more innovative companies use more job rotation.

In 1997 European Commission announced the job rotation as one of ten “Best Practice Models” (da Vinci, 2013, 9). Job rotation can be the most important type of on the job training by which the worker moves from one job to another job at planned intervals, thereby the trainee would become rich in both of knowledge and skills. As Nafei (2014, 94) explained, it has been world widely recognized that job rotation is important and its significant effects are reflected in organizations entirely. Ortega argued that it is better rotates young employees more frequently than experienced employees, due to the fact that the abilities of the seniors are better (2001, 1362).

Further discussion had been made about job rotation and its importance to the organization, As Ajusal and Atambo (2016, 1359) reported “surveys show that an increasing number of companies are using job rotation to train employees”. Despite all of advantages mentioned before, some obstacles can be the problem for applying this process. This research aimed to underline the importance of job rotation as a training method on various areas of staff members, beside that it can be an attempt to address some of the most obvious obstacles.

II. PROBLEM STATEMENT

Management experts in the past thought that the main motivator for employees’ hard working was attaining money and salary aiming to secure their social life. However, modern researches prove differently, and they state that, beside economic objectives, employees need some special requirements such as job security, training opportunities, job satisfaction, formal/informal relationship, motivation and so on.

Pushing employees doing same job everyday make them feel bored, unsatisfied and have no power toward their jobs. Researches proved that if employers want their staff to do their tasks and duties ideally, they should be rotated from time to

time and change their tasks in a proper way; Kaymaz (2013, 72) urged that human resources should be more activated through job variety, this technic is called job rotation or sometimes called cross training or job relocation.

The main problem here in Kurdistan region government is that employees do not rotate frequently, may because of people who have a power (run or lead business or organization) do not believe or not enough educated about modern mechanism which is mainly job rotation or job mobility, which gives a chance to every member in the organization achieving new skills, knowledge, talents, and competency, in addition it can broaden one's outlook. The main problems here is in this area of study scholars yet have not paid enough attention to the job rotation process. It is not just a local problem, but is can be considered an international concern. Ajusal and Atambo (2016, 1362) reported that “The effect of overall training of employees has widely been studied in management research areas but individual effect of various training methods particularly; on the job training methods are somewhat neglected area of attention from researchers around the world”.

III. RESEARCH OBJECTIVES

The main research objectives can be outlined as:

1. To determine main factors affecting implementing job rotation.
2. To examine the main advantages and disadvantages of job rotation.
3. To recommend some advice for improvement of management.
4. To find the frequency of times that employees have been rotated.
5. To investigate staff readiness in implementing job rotation in their workplace.

IV. RESEARCH QUESTIONS

1. Is there any obstacle for implementing job rotation process in the selected institutes?
2. Has job rotation process been implemented in the samples of the study?
3. What is the relationship between obstacles and job rotation process?

V. RESEARCH HYPOTHESIS

This research depends on one single hypothesis: No relationship can be seen between the obstacles and the implementation of job rotation.

VI. LITERATURE REVIEW

Job rotation is one of the simple method and technique of employee’s development and organizational change. It is

“particularly the product of Japanese companies’ employment policies to ensure the acquisition of knowledge and skills which will help employees adapt to changes in technology” (Kaymaz, 2010, 73). It is one of the modern approaches that applied by contemporary organizations for creating suitable climate and reducing fatigue and boredom on production jobs; moreover, it gives employees a better chance for doing various of tasks and tackle higher-level diversified tasks, regardless to the types of the jobs "administrative, leadership, technical jobs and supervision areas. Ortega (2001, 1362) strongly argues that “job rotation is more profitable than specialization from a learning point of view”.

Authors’ defined Job rotation differently; some of them believe that job rotation is the kind of training (On-the-job training (OJT) it is supporting the principle of ‘learning by practical experience’ (Ho *et al*, 2009, 118); others consider it as employee’s development technique and organizational change. Based on arguments mentioned before, job rotation can be defined differently as below:

Van den Bosch *et al*, defined job rotation as “Lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities” (2019, 97). Studies in manufacturing companies reported that (Baridam, 2002, 12) “the practice of building motivation factors into job content”. Delpasand *et al* (2010, 90) defined as “considered a functional method for enrichment and development of jobs”, JR results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation”. “Systematic movement of employees from one job to another at planned intervals” (Faizan *et al*, 2012, 2714; Dessler and Varkkey, 2009, 13; Bautista, *et al*, 2017, 9).

Moreover, Tarus shortly described Job rotation as “involves lateral transfers of employees between jobs in an organization” (2014, 139). In other words, Job rotation “involves periodic shifting of employees from one task to another where each task requires different skills and subsequently enhances their job performance” (Mohsan *et al*, 2012, 7114; Dessler and Varkkey, 2009, 23). Jorgensen *et al*, defined as “working at different tasks or in different positions for set periods of time” (2005, 1723). Finally, “is lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies and is also seen as an on-the-job training technique” (Gomez and Lorente, 2004, 241; Karadimas and Papastamatiou, 2000, 39)

VII. ADVANTAGES OF JOB ROTATION

Job rotation is widely used by many organizations and by accurately implementing process; it can bring several advantages for organizations (Abili, 2002, 59). According to several studies on job rotation which are conducted by scholars (Sanali, *et al*, 2013, 160-166; Mourdoukoutas and Roy, 1994, 58; Lu and Yang, 2015, 40; Ajusal and Atambo, 2016, 1372; Ortega, 2001, 1363) in different areas of business, job rotation advantages can be summarized as:

1. JR increases motivation, morale and enthusiasm of employees and leaders.

2. JR enhances job satisfaction and loyalty and decreases attrition rate.
3. JR improves levels of performance.
4. Through JR employees can find job easily in the market in the possible event of leaving job.
5. JR facilitates the process of solving labor force shortages.
6. JR decreases fraudulent practice/avoid fraud inside the organization and effectively decreasing organizational corruption.

Despite advantages mentioned earlier business experts (da Vinci, 2013, 16-17; Mohsan, 2012, 2715; Tarus, 2014, 140; Bei, 2009, 49; Sanali, *et al*, 2013, 161; Rezaeizadeh and Naserpour, 2015, 18) mentioned some other advantages: help organization adapts to rapid changes in the business environment, enhance a competitive advantage that may not be available to competitors in the field (achieved competitive advantage), employees can better cope with uncertainty (promote the adaptability to changes), it leads to career enrichment, innovation and creativity at work, developing a wider range of work experience (Testing employee skills, knowledge and competencies/ provides an opportunity to broaden employees’ knowledge), highlights the hidden talents and potential capacity (transferring tacit knowledge or exploring the hidden talent and nurture existing talent) and lastly employees by this process can get rid of bureaucracy and routine (reduction of boredom / monotony and eliminate employees' fatigue).

Similarly other studies determined some points as main pros of the process (Yavarzadeh, *et al*, 2015, 450; Comper and Padula, 2014, 1; Bautista, *et al*, 2017, 9; Adomi, 2006, 66; Xie and Johns, 1995, 1292; Mohan and Gomathi, 2015, 214) such as: increases worker’s problem-solving capability (seeing things in a new perspective), makes employees in different parts in the organization more connected and develop social relationships (new social dialogue), improves process of job assignments by providing management with information about worker’s skills and abilities, ease observation of employees in action in different work station aiming for determination of jobs fits each employee best, increases productivity, flexibility and quality, and help staff explore their interests (Choice of correct work position)

Finally, (Malinski, 2002, 675; Campion *et al*, 2015, 385; Nafei, 2014, 94; Saravani, and Abbasi, 2013, 474) outlined several advantages such as: decreasing staff stress, reduce improper organizational behaviors (reduce absenteeism, turnover and leaving), increase staff learning and development, is an attempt for reduction of cost (saving costs) and it creates a mutual trust among the organization members.

VIII. DISADVANTAGES OF JOB ROTATION

Despite the advantages mentioned, JR has the following drawbacks, summarized from studies (Liliana, and Fronteira, 2015, 18; Tsuma and Omondi 2015, 1315; Kurtulus Kaymaz, 2010, 72-73; Tetty, 2006, 16; Huang, 1999, 78; Rashki, *et al*, 2014, 186) which include:

1. high frequency of reallocation might cause employees dissatisfaction
2. implementation cost of the process (In some cases it may be very costly)
3. Increase rate of staff turnover
4. Increase employees stress (employees have fear of performing different jobs effectively)
5. Frequent interruption
6. Prevent specialization
7. Affect performance level negatively (especially in areas where specialization is required)
8. Decrease staff morale
9. Decrease performance level in short term
10. Raise an employee's concern about his job security.

IX. FORMS OF JOB ROTATION

Bennett (2003, 2-3) proposed two main forms of job rotation as below:

First: Within-function rotation

It means moving employees among job stations which are the same nature and closely related or in similar hierarchical level, in the same functional area of organization.

Second: Cross-functional rotation

It means rotating employees among jobs in other parts in the company, thereby, workers periodically move from different parts in the same organization, in addition it gives staff a chance to develop skills, knowledge and they expose to a wider range of experiences. Thereby, it helps management to gather information about employee's hidden skills, competencies, interest and knowledge.

X. KEYS OF SUCCESSFUL JOB ROTATION

No doubt job rotation is a kind of functional and organizational change, and needs to be planned and prepared (mentally and physically), thereby employees persuasion should be considered aiming to avoid resistance to the process, in addition to ensure that the goals set are met (Mohan and Gomathi, 2015, 209; Ajujal and Atambo, 2016, 1374)

1. Job Rotation process should start with an end goal (depending on in advance planning).
2. Organization must focus on the quality of employee's work experience more than quantity of work (the importance is quality not quantity).
3. Consult staff and members should be able to assess whether the process is achieving the goals.
4. Optionally implementing job rotation process helps organization to better match pay to worker's self-selection.
5. Both the staff and the management should attain benefits from the process.
6. By implementing job rotation work experience, quality, task similarity, employee's interest, staff

learning attitude, background, skills, capacity and time arrangement should be considered.

7. A mentor/trainer must be provided at each stage of the process plan (Depending of the nature of the job)
8. Written documentation.
9. The process should be carefully planned and implemented.

XI. OBSTACLES/FACTORS THAT AFFECT IMPLEMENTING JOB ROTATION

In today's dynamic environment, aiming to be survived, organizations should continually change their strategies, organizational culture, process and structure (Farshid, and Ramezani, 2017, 28), Scholars depending on their studies determined some obstacles such as:

1. Cost of process implementing (Cost of training, new equipment needed, cost of errors that workers probably make while performing new jobs and cost of time spent learning)
2. Employees and staff interests in the process
3. Management/Administration culture, knowledge and education (willingness of managers)
4. Administrative attitudes, superiors and employees might be afraid of losing professionals and skilled people.
5. All jobs and departments of the organization are not good fit for reallocation
6. Short-term productivity and performance losses and product quality problems

In the other hand (Liliana, and Fronteira, 2015, 19) determined some other pointed as obstacles of job rotation, first: staff is not enough qualified for some jobs because of restrictions or their ability, second: Union and other job regulation and policies, third: management is not convinced that the benefits of job rotation are worth the perceived costs of implementing, fourth: "The narrow qualification criteria, precise job descriptions, and lack of initiative and courage are often cited as obstacles to job rotation."

XII. STEPS OF JOB ROTATION

An empirical survey conducted by (Tumipa and Rumokoy, 2018, 900-901) on job rotation and its impact on employee's performance, and they determined some steps of job rotation as below:

First stage: Holding a meeting between employee and management aiming to know employee interest and involvement in process, it can be a short presentation about job rotation. Second stage: Making sure all requirements are appropriate and up to date regarding to jobs considered for rotation. Third stage: Should include all employees in all departments especially jobs that fit to rotation, they should be informed in advance. Fourth stage: Should provide staff by necessary training process and equipment's which needed to perform new tasks. Fifth stage: "Provide employees with

adequate break-in time to ensure that they are fully qualified and physically conditioned to perform their new tasks". Sixth stage: Starting the process of job rotation carefully. Seventh stage: Monitoring rotating employees continually to make sure the flexibility of process and determine any difficulty with doing new tasks, providing further training if needed. Final stage: Managers continually should hold meetings with staff to evaluate entire process, interviews and survey should be conducting to compare results and realizing any correction needed and decide whether stop or continue process. Beside that they should monitor other areas of process like employees' satisfaction, injury rates, worker's compensations and staff turnover, for determining positive and negative impacts of the process.

XIII. STUDY SAMPLE AND PROCEDURE (METHODOLOGY OF DATA COLLECTION)

Job rotation processes are mostly used in the service sector (institutions, banks and hospitals). Hens study samples were drawn from lecturers and employees who are working in the Erbil Polytechnic University (Erbil Technical Administrative Institute and Shaqlawa Technical Institute). Considering the nature of the study, the research made use of both primary and secondary data. Research tools in addition to the literature review were questionnaires.

The study conducted at Erbil Technical Administrative Institute and Shaqlawa Technical Institute. The questionnaire included two pages and classified to four main parts. A covering letter was attached to the questionnaire, explaining the job rotation definition and instructions for completing the questionnaire. Data collection took almost two weeks. About 115 questionnaires were randomly distributed by employing diverse modes of communication such as in person and unit managers. A total of 115 questionnaires were returned including 108 usable questionnaires were returned to the researchers.

First part of the questionnaire was determined to measure the demographic information as Gender, education level, years of experience, number of training courses and employees rotated times. Second part of questionnaire provided information about employee's interests and readiness for the process with some other statements and it was measured by (Yes, Neutral and No). Part three and part four allocated to determine the advantages and disadvantages of job rotation process including statements for addressing obstacles, for advantages including ten items and for disadvantages seven items which is derived from various articles. The items are employed a three-point likert scale ranging from 1- Agree to 2- Neutral and 3- disagree.

XIV. DATA ANALYSIS

In term of the process of data analysis, a combination of both statistical analysis (descriptive and inferential methods) was used. The statistical program SPSS was used for all analyses, it is easy to use and results can be easily explained. Finally,

peoples' opinions from the primary research on the subject will be compared with the information provided by the secondary sources, in order to better understand the phenomenon and to answer research questions. Thereby, research results and recommendations have been significantly reflected upon by the researcher so as to contribute to the academic knowledge.

XV. FINDINGS AND DISCUSSION

This study was implemented to investigate obstacles of adopting job rotation process and to propose importance of the process as a training method. The study had a 115 participation including 108 usable questionnaires and 53.7% of them were men compared to 46.3 % were women Table I. According to levels of education 45 of participants had a bachelor degree and two of them hold PhD degree Table II. In terms of years of experiences the respondents looks had enough experience (29.6 %) had (11) to (15) years of experiences, followed by (27.8 %) which had (6) to (10) years of experiences Table III.

TABLE I
DISTRIBUTION OF RESPONDENTS BY GENDER

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Male | 58 | 53.7 | 53.7 | 53.7 |
| | Female | 50 | 46.3 | 46.3 | 100.0 |
| | Total | 108 | 100.0 | 100.0 | |

TABLE II
DISTRIBUTION OF RESPONDENTS BY EDUCATION LEVEL

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Diploma | 43 | 38.9 | 38.9 | 39.8 |
| | Bachelor | 45 | 41.7 | 41.7 | 81.5 |
| | MSc/Ma | 18 | 16.7 | 16.7 | 98.1 |
| | PhD | 2 | 1.9 | 1.9 | 100.0 |
| | Total | 108 | 100.0 | 100.0 | |

TABLE III
DISTRIBUTION OF RESPONDENTS BY YEARS OF EXPERIENCES

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------------|-----------|---------|---------------|--------------------|
| Valid | (1) year to (5)years | 20 | 18.5 | 18.5 | 18.5 |
| | (6) years to (10) years | 30 | 27.8 | 27.8 | 46.3 |
| | (11) years to (15) years | 32 | 29.6 | 29.6 | 75.9 |
| | (16) years and more | 26 | 24.1 | 24.1 | 100.0 |
| | Total | 108 | 100.0 | 100.0 | |

Based on training courses participated by respondents, Table IV illustrated that the vast majority of participants distributed between without courses and three courses and more, (38.9% and 36.1%) sequentially, and its mean human resource development not paid enough attention by managers at selected Institutions.

To answer research question two (Has job rotation process been implemented in the samples of the study? surprisingly, results showed that the high numbers of participants have never been rotated including (44.4%), and only (14.8%) has been rotated three times and more, Table V, in more detail there should have some sort of obstacles that prevented human resource management not paid enough attention to this process.

TABLE IV
DISTRIBUTION OF RESPONDENTS BY COURSES

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|-----------|---------|---------------|--------------------|
| Without courses | 42 | 38.9 | 38.9 | 38.9 |
| One course | 16 | 14.8 | 14.8 | 53.7 |
| Valid Two courses | 11 | 10.2 | 10.2 | 63.9 |
| Three courses and more | 39 | 36.1 | 36.1 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

TABLE V
DISTRIBUTION OF RESPONDENTS BY EMPLOYEES ROTATED TIMES

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Never | 48 | 44.4 | 44.4 | 44.4 |
| One time | 33 | 30.6 | 30.6 | 75.0 |
| Valid Two times | 11 | 10.2 | 10.2 | 85.2 |
| Three times and more | 16 | 14.8 | 14.8 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

Part two of the questionnaire is allocated to some statements as shown in Tables VI to X. Table VI shows that majority of respondents preferred to apply job rotation process in their institutions the large percentage was (81.5%), and it means employees and lectures in determined institutions cannot be a problem for adopting JR process. Concerning to applying the process on the base of competencies (96) of participants supported that as showed in Table VII. In other hand, majority of participants did not support the statement “Should Job rotation process apply on the base of employee’s personal relationship?” the percentage was (77.8%).

In the terms of employee’s readiness to participate in the process, Table IX outlined that three quarters of participants (75%) were ready to be rotated which is mean that people who are working in study sample are ready and the process should be implemented. In addition, participants answer for the question “Should job rotation process include all employees in your institution?” fortunately (73) selected yes in contrast (14) selected no.

TABLE VI
DO YOU PREFER TO APPLY JOB ROTATION PROCESS IN YOUR INSTITUTION?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid Yes | 88 | 81.5 | 81.5 | 81.5 |
| Neutral | 9 | 8.3 | 8.3 | 89.8 |
| No | 11 | 10.2 | 10.2 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

TABLE VII
SHOULD JOB ROTATION PROCESS APPLY ON THE BASE OF COMPETENCES?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid Yes | 96 | 88.9 | 88.9 | 88.9 |
| Neutral | 6 | 5.6 | 5.6 | 94.4 |
| No | 6 | 5.6 | 5.6 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

TABLE VIII
SHOULD JOB ROTATION PROCESS APPLY ON THE BASE OF EMPLOYEE’S PERSONAL RELATIONSHIP?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid Yes | 12 | 11.1 | 11.1 | 11.1 |
| Neutral | 12 | 11.1 | 11.1 | 22.2 |
| No | 84 | 77.8 | 77.8 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

TABLE IX
ARE YOU READY TO PARTICIPATE IN JOB ROTATION PROCESS AIMING TO BROAD YOUR KNOWLEDGE IN DIFFERENT AREAS?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid Yes | 81 | 75.0 | 75.0 | 75.0 |
| Neutral | 9 | 8.3 | 8.3 | 83.3 |
| No | 18 | 16.7 | 16.7 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

TABLE X
SHOULD JOB ROTATION PROCESS INCLUDE ALL EMPLOYEES IN YOUR INSTITUTION?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid Yes | 73 | 67.6 | 67.6 | 67.6 |
| Neutral | 21 | 19.4 | 19.4 | 87.0 |
| No | 14 | 13.0 | 13.0 | 100.0 |
| Total | 108 | 100.0 | 100.0 | |

Part three of the questionnaire was allocated to advantages of job rotation process, Here researchers attempt to find out the most obvious advantages of the process proposed (10) statements as shown in Table XI. Participants answer for first statement was most focused on agree (87%) of respondents thought that job rotation process can increase employee’s experiences, ability and skills, that’s similar to business experts view as mentioned before. Beside that most respondents (79) people said that levels of performance can be higher by adopting job rotation.

Scholars stated that employees can be more motivated and have higher morale if they rotate among departments or units of organization from time to time, the same happened here, when (71%) of participants seen job rotation process as technique to increase employee’s motivation and morale. Relating to Job satisfaction, the participants had some sort of doubt, hence participants answer divided from (52%) agree and (24%) for both neutral and disagree. In new business area employee’s

replacement can be the massive problem to some managers, according to authors this problem can be sorted by employee's rotation, participants support relating to this statement were (73%) in contrast (13%) disagree. Decrease corruption and fraud is a main area that can be obtained by implementing job rotation as stated by (62%) of participants.

TABLE XI
RELATIVE FREQUENCY DISTRIBUTION, MEAN, AND STANDARD DEVIATION OF THE RESPONSES OF THE RESPONDENTS TO EACH STATEMENT

| Questionnaire Questions | Symbols | Agree | | Neutral | | Disagree | | Relative Frequency | |
|-------------------------|---|-------|-----|---------|-----|----------|-----|--------------------|----|
| | | Freq | Per | Freq | Per | Freq | Per | | |
| | | | | | | | | | |
| 1 | Job rotation is a method/technique to increase employees experiences, ability and skills | X1 | 94 | 87 | 6 | 6 | 8 | 7 | 87 |
| 2 | Job rotation is a method/technique to increase employees job performance levels | X2 | 79 | 73 | 19 | 18 | 10 | 9 | 73 |
| 3 | Job rotation is a method/technique to increase employees motivation and morale | X3 | 77 | 71 | 16 | 15 | 15 | 14 | 71 |
| 4 | Job rotation is a method/technique to increase employees job satisfaction | X4 | 56 | 52 | 26 | 24 | 26 | 24 | 52 |
| 5 | Job rotation is a method/technique to find employees replacement | X5 | 79 | 73 | 15 | 14 | 14 | 13 | 73 |
| 6 | Job rotation is a method/technique to decrease corruption and fraud | X6 | 67 | 62 | 24 | 22 | 17 | 16 | 62 |
| 7 | Job rotation is a method/technique to increase employees relationship with different areas of the institution | X7 | 86 | 80 | 15 | 14 | 7 | 6 | 80 |
| 8 | Job rotation is a method/technique to highlights employees hidden talents | X8 | 86 | 80 | 15 | 14 | 7 | 6 | 80 |
| 9 | Job rotation is a method/technique for reduction of boredom / monotony in the workplace | X9 | 67 | 62 | 22 | 20 | 19 | 18 | 62 |
| 10 | Job rotation is a method/technique to decrease costs | X10 | 44 | 41 | 29 | 27 | 35 | 32 | 41 |
| Average | | | 735 | | 187 | | 158 | | 85 |

Relationship among organization members can be stronger by adopting job rotation as mentioned by majority of participants (80%) and that is alike to arguments presented by authors. Administrative experts encourage organization managers to rotate their staff aiming to highlight employee's hidden talents; similarly, most participants (80%) stated that people who have hidden talents, their talents can be appeared by job rotation process. Reduction of boredom and monotony in the workplace still one area that managers are worry about, based on respondent's answers (62%) seems job rotation process as a smart mechanism for reducing boredom and monotony. Some authors reported that job rotation can decrease costs, but unfortunately research participants have got different opinion about that (41%) agree, (27%) neutral and (32%) disagree.

Despite all advantages and benefits mentioned earlier in this research, job rotation has some drawbacks as selected by authors and research participants. Forth part of the questionnaire included (7) statements for outlining disadvantages and obstacles of job rotation as appeared in Table XII. Normally, people have fear and stress which coming from number of factors such as workload, management style and so on, some empirical studies proved that implementing job rotation process without in advance planning can lead to stress and fear for workers, just about half of respondents (51%) thought this process lead to stress and fear. In spite of some quotes and research results that support an idea of job rotation can enhance job satisfaction, others seen job rotation as cause of employee's dissatisfaction, responses had different thought and answered (39%) agree, (31%) for both neutral and disagree.

For third statement "Job rotation is a method/technique to increase employees frequent interruption" again there is not enough acceptance about that, participant's answers for both agree and disagree were the same (34%), this problem was mentioned before by number of scholars. No doubt main source of job rotation process was Japanese management which encourages employees to work in more than one area of the organization, in other hand, American school of management more rely on job specialization. The most obvious criticism on job rotation is cause of preventing specialization due to frequency of reallocation, (56%) of participants picked out agree, which is mean by adopting this process job specialization can be decreased.

Job rotation process such an ideal method used by modern organizations as illustrated earlier in this study, and it is not far from some obstacles. The main purposes for conducting this research were to find out main barriers of adopting the process. In general, previous studies determined several obstacles as cost of implementing, organizational culture, employee's readiness or willing and so on. For answering question one "Is there any obstacle for implementing job rotation process in the selected institutes?". According to the results, employees/staff interests in process implementation and management/administration culture and thought about the process were the first and second obstacles for preventing of adopting job rotation process, participants answer were (69%) selected agree to both staff interests and management culture as a main obstacles of the

process, which is mean this two problems were the main cause of preventing job rotation process in Erbil Technical Administrative Institute and Shaqlawa Technical Institute. On the light of findings, it can be clear that the problem is not just from managers who have power but institute members not tend to participate in the process. Besides all that, surprisingly just (43%) of sample study picked cost of implementing as a barrier for adopting job rotation process One single hypothesis proposed in this research" No relationship can be seen between the obstacles and the implementation of job rotation".

TABLE XII
RELATIVE FREQUENCY DISTRIBUTION, MEAN, AND STANDARD DEVIATION OF THE RESPONSES OF THE RESPONDENTS TO EACH STATEMENT

| Questionnaire Questions | Symbols | Agree | | Neutral | | Disagree | | relative importance |
|--|---------|-------|-----|---------|-----|----------|-----|---------------------|
| | | Freq | Per | Freq | Per | Freq | Per | |
| 11 Job rotation is a method/technique to Increase employees stress and fear | X11 | 55 | 51 | 22 | 20 | 31 | 29 | 51 |
| 12 Job rotation is a method/technique to cause employees dissatisfaction | X12 | 42 | 39 | 33 | 31 | 33 | 31 | 39 |
| 13 Job rotation is a method/technique to increase employees frequent interruption | X13 | 37 | 34 | 34 | 31 | 37 | 34 | 34 |
| 14 Job rotation is a method/technique can be cause of Preventing specialization due to frequency of reallocation | X14 | 61 | 56 | 15 | 14 | 32 | 30 | 56 |
| 15 Cost can be the Obstacle of implementing of job rotation process | X15 | 46 | 43 | 36 | 33 | 26 | 24 | 43 |
| 16 Employees and staff interests in implementing the process can be obstacle | X16 | 75 | 69 | 16 | 15 | 17 | 16 | 69 |
| 17 Management or Administrative culture, knowledge and manager education can be obstacle | X17 | 75 | 69 | 22 | 20 | 11 | 10 | 69 |
| Average | | 391 | | 178 | | 187 | | 75 |

According to results of the study and thoughts reported by authors, this proposed hypothesis is false and a negative relationship can be seen between obstacles and implementing job rotation process, in detail where the obstacles of implementing job rotation is high, management can not apply the process properly.

CONCLUSIONS AND RECOMMENDATIONS

In summary, job rotation is an effective policy to develop workers' horizons and empower them to better cope with the various changing environments; furthermore, it can be an effective factor of transferring the skills and knowledge among staff within an enterprise. This particular study is an attempt for determining the most obvious obstacles of the implementation of job rotation.

According to research results and ideas proposed by scholars, companies who adopted job rotation are able to obtain several advantages and have better competitive advantages. Despite all advantages and significances of the job rotation that mentioned earlier, and depending of study results in Erbil Technical Administrative Institute and Shaqlawa Technical Institute the process is not implemented as required. Depending on study findings staff interests in implementing job rotation, the management/ administration culture, knowledge which can be result of manager education were the main obstacles followed by the cost of implementing. There by the decision makers in this two institutions should pay enough attentions to the process and invest more in their staff aiming to be more productive, due to importance of human resources all business units in educational institutes consider human resource as their most vital asset.

In the light of research findings in both sides' theory and practical, some suggestions for decision makers in Erbil Technical Administrative Institute and Shaqlawa Technical Institute can be proposed:

- Results illustrated that in determined sample of study managers and staff were the main obstacles of implementing JR, and this problem can be solved by:
 1. Managers and staff should be more educated and encouraged by academic people in field of human resource management aiming to implementing the process of job rotation.
 2. Decision makers in Erbil Technical Administrative Institute and Shaqlawa Technical Institute Should give better role to human resource specialists and take actions according to their academic advice.
 3. Managers should hold meetings with experienced people who have enough experience in human resource management and listen to them and take notes about how human resources can be more developed.
 4. Erbil Technical Administrative Institute and Shaqlawa Technical Institute decision makers

should make job rotation process as a backbone and a part of the organizational culture.

5. Management in both determined institutions should be more educated about the job rotation process and its importance to the management and staff
- Job rotation process implementation should be supported by in advance preparation and planning in order to achieve its benefits. Moreover, it is essential for all managers to closely monitor the rotated employees and to make the effort to correctly evaluate their performance in the new tasks.
 - Job rotation process is a sort of organizational change and normally employees scare of the change, thereby managers continually should do meeting with employees aiming to persuade them and then resistance to change can be reduced.
 - Rotation process should be made by managers and employees and taken together and thus the rotation implementation will be accepted more easily.
 - When staff engage in the process willingly and conscious, they will more likely to share the responsibility at the point of development of management skills and competencies.
 - It is essential for all managers of both institutes (units and departments) to support the development of the managerial skills of the employees on rotation and they should ensure that they make time for this.
 - Management should conduct a training course from time to time and focus on sharing information about the job rotation importance.
 - Management should inform employees that implementing job rotation process not because of their performance is not good enough but is because by this process they can be better cope with job requirements.
 - Job rotation implementation should include all areas of the institute and must be participated by all staff.

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