

**CHRISTIAN SERVICE UNIVERSITY COLLEGE
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES**

**EVALUATING JOB ROTATION, INDIVIDUAL AND ORGANIZATIONAL
PERFORMANCE**

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DECLARATION

We do hereby declare that except for references to other people's work, which we have duly acknowledged, this study is the result of our own research and initiative. It has neither in whole nor in part been represented elsewhere for another degree.

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DEDICATION

We dedicate this study to the almighty God for his protection and guidance throughout our academic period.

ACKNOWLEDGEMENT

We are much grateful to the almighty God for his wisdom and divine favour upon our life and his abundance grace we have received from the beginning to the successful completion of this project. We are highly indebted to our supervisor, Mr. Isaac Ampong for his priceless and most valuable contributions, corrections and suggestions throughout this thesis.

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ABSTRACT

The general objective of the study was to assess the effects of job rotation on individual and organizational performance. Specific objectives included; to identify how effective job rotation is in improving employees' performance at Saham Insurance Ghana Limited; to assess the benefits of job rotation on productivity at Saham Insurance Ghana Limited and to find out the challenges of job rotation at Saham Insurance Ghana Limited. The study adopted a quantitative design approach. The population of the study was employees at the Harper road branch of Saham Insurance Ghana Limited. The total number of persons at the branch is 45. A sample of 40 persons was sampled for the study. A simple random sampling technique was employed to select the 40 employees out of the population. Questionnaires were used as the data collection instrument. The Statistical Package for Social Sciences (SPSS) was used in the analysis of data. 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 organization. The current study was carried out to assess the effects of job rotation on individual and organizational performance. From the results of the study, it is clear that job rotation is somewhat effective at Saham Insurance although there are some existing barriers. 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. It is recommended that, 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.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In this present era, managing human resources effectively is a major challenge for most organizations Malinski, 2002. Human resources department must have the capacity and ability to design and develop a job that suits every level of employment. Job rotation refers to the systematic movement of staff from one job to another Malinski, 2002. Job rotation sometimes involves lateral/non-lateral rotations, within or between departments that enable employees to work in different jobs. A study conducted by Adomi, 2006 reveals that job rotation creates job enrichment prospects for staff, which develops organizational efficiency and effectiveness and reduces employees' level of monotony and boredom. In additions, these movements encourage effectiveness and increased productivity of employees and also their organizations Godard, 2004. Employees' who participate in job rotation accumulate more human capital than other employees because they are exposed to a wider range of experiences Eriksson, 2006

Job rotation is a method for job designing in which staffs learn job skills from different parts and by making some changes in tasks, the exhaustion resulted from repetitive job tasks would be eliminated Jorgensen, 2005. The importance of rotations has been long recognized in almost every corporate setting all around the world. The main objective of rotations is shifting employees from a job to another is to increase their motivation and enthusiasm. Rotations are a very effective training method since employee serve in different jobs and can earn more job skills. Rotations could create a mutual trust between the staff and help them to improve their job Bazrafshan, 2005.

Workers become experienced in all of the skills that are needed to perform a task, which creates redundancy of functions. Redundancy of functions refers to the multi-availability of team members, with regards to knowledge, skills and abilities. This makes a team more flexible to adapt to changes, either within the team, or within its environment Dessler, 2001. Organizational scholars claim that rotating employees from one department to another is not a luxury but a necessity of today's professional climate as it provides an intermittent opportunity to employees to tackle higher-level diversified tasks which bring about greater job interest and involvement among them and subsequently enhance their job performance Malinski, 2002. The demands made by customers, skilled workers, regulators, social activists and shareholders increase the pressure on firms to deliver excellent performance while satisfying the devised needs of stakeholders Watson, 2007. Both the employee and organizational productivity can be improved through job rotation. Organizations struggle to ascertain the true capabilities of applicants Dessler, 2001, while employees struggle to identify jobs that will best suit their preferences and competencies.

To this end, internal movement of workers within the same organization at the same level is always employed in a bid to get this match right. These rotations normally reflect organizational efforts to match workers to appropriate jobs. Workers may be underperforming in their current jobs, and moving them to new units could assist them maximize their potentials. In the same vain, a rotation may reflect a worker's desire for a role with improved rewards or advancement prospects. Rotations could also be used to broaden workers' skills in preparation for future positions Dessler, 2001. According to Metin, Thomas and Miceli 2008 job rotation is important in two aspects namely; an employee

who rotates without changing the portfolio accumulates experience more than the one who does not hence, it is an effective tool for career development. Consequently he/she accumulates experience in more departments hence; it is easier to train him to become a generalist. Rotation in an organization contains three elements namely; individual learning, knowledge from outside resources and reciprocal action between employees and therefore it is regarded as an excellent catalyst of improving utility of outside learning resources Mirsepasi, 2014.

It is therefore, a strategy conducted by organizations to improve employee performance and productivity. As a management approach in the area of human resource management, job rotation helps managers to relocate employees conditionally and pertinently in different positions with different incentives Mirsepasi, 2014. Management scholars believe that job rotation contributes to enhance employees' capabilities and their perspectives Clifton, 2000. Taking advantage of job rotation techniques, organizations can keep employees motivated and take the required steps toward enriching jobs, reducing ergonomic effects, improving job skills, etc. New challenges motivate employees to improve their outputs by boosting their morale Jorgensen, 2005. It also lengthens the life of organizations which are equipped with higher skilled employees and helps management to act more flexibly Schwab & Heneman, 2000. Having flexible, dexterous and proficient employees is a wish for any manager and system. Such people in any organization provide a good ground for facilitating and expediting works, and saving time and resources Landy, 2005.

1.2 Problem Statement

Most employees are faced with several challenges such as poor job satisfaction, low motivation; low employee involvement in matters concerning the organization and inadequate skills to perform their duties Watson, 2007. Organizations promote the use of job rotation to motivate employees, as means of involving workers and as method of training and development Bazrafshan, 2005. Therefore, employees are rotated from one department to another. Every organization aim aside profit maximization is motivating their employees as well as enhancing productivity, training and development and involving workers through job rotation. In response, innovative organizations are embracing a promising new retention strategy: employee rotation. Instead of locking workers into a single job category with a specific career trajectory, organizations are moving workers through a variety of positions within departments or teams.

Job rotation is seen as a way to motivate key employees, broaden their skill sets and most importantly hold onto them. It also gives the employer the comfort of knowing whether there's someone who can quickly fill an ailing or departing coworker's shoes Bazrafshan, 2005. It helps employees spread their wings and extend their boundaries, and it helps employers engage and motivate their staff. Though the program can sometimes be costly in terms of time spent in training workers for their new jobs, the benefits far outweigh the expense Watson, 2007. Employees with low morale and motivation perform poorly and possess negative attitudes. This can directly affect a company's bottom line McFarlin, 2015. Ortega, 2000 states that, despite the fact that companies have adopted job rotation, there are still persistent complaints. To this end, management must first recognize that employee

rotation programs should be implemented with careful consideration. Ideally, every organization should establish clear guidelines with each internal team to enable employees know what the rotation will entail, and for managers to have a set of best practices. The rotation will fall apart as employees wander from job to job without clear guidance or oversight as to why and when they could be rotated. The programme needs to have a purpose, a plan and a way to determine whether the rotation is successful. Interestingly, while some staffs are super glued to certain units, others are always moved around. Thus, this study seeks to identify the effects of job rotation on individual and organizational performance.

1.3 Objectives of the Study

The general objective of the study is to assess the effects of job rotation on individual and organizational performance. Specific objectives are to:

1. Examine effectiveness of job rotation in improving employees' performance at Saham Insurance Ghana Limited.
2. Assess the benefits of job rotation at Saham Insurance Ghana Limited.
3. Ascertain the challenges of job rotation at Saham Insurance Ghana Limited.

1.4 Research Questions

The study is premised on the following questions.

1. How effective is job rotation in improving employees' performance Saham Insurance Ghana Limited?
2. What are the benefits of job rotation at Saham Insurance Ghana Limited?
3. What are the challenges of job rotation at Saham Insurance Ghana Limited?

1.5 Significance of the study

The study seeks to unearth how important the incorporation of job rotation in an organization's processes and procedures could benefit the organization. Job rotation is the surest way of keeping the employee away from complacency and boredom of routine. 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. The study seeks to help employers to put more emphasis on job rotation and be able to enhance employees' performance and organizational productivity. The research findings is also aimed at providing information for future investigations into this field as well as proposing recommendations that will help reduce its challenges. Finally, the study adds to the existing literature, and is a valuable tool for students', academicians, institutions, corporate managers and individuals who want to learn more about job rotation.

1.6 Scope of the Study

The study is concentrated on the effects of job rotation on individual and organizational performance. This was limited to only Saham Insurance Ghana Limited. Questionnaires will be handed over to employees of the insurance company.

1.7 Limitations of the study

Every research studies certainly have some limitations. The major limitation to this research work was finance. This limitation informed the researcher to concentrate the work only one insurance company. Also, time factor was another limitation; that is combining lectures with

the research work. Finally, the researcher might have to visit the insurance company several times before retrieving the questionnaires administered.

1.8 Organization of the Rest of the Study

The research study has been organized into five main chapters. Chapter one deals with the introduction of the study and it includes background of the study, problem statement, objective of the study, research questions, as well as the organization of the research study. Chapter two identifies theories and relevant work done on the topic. It also involves the definition of concepts. Chapter three dealt with the research methodology adopted in this study. It deals with population and research instruments. It also highlights the organizational profile. Chapter four presents the analysis and discussion of 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

2.1 Introduction

This chapter presents a comprehensive review of relevant literature in an attempt to position the study in an appropriate theoretical framework. Thus, it will discuss findings of related researches to this study.

2.2 Job Rotation

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 any substantial length of time as humans have the tendency of outgrowing their jobs through the learning and experience that they gain over a period of time Pride et al., 2005. Stimulating human mind through diversity of challenges is a sure way to bring to 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 Pride et al., 2005. Job rotation gives the employee the opportunity to develop skills in a variety of changing jobs.

In job rotation, employees will make lateral moves the majority of the time, but job rotation can also involve a promotion Fowler, 2010. It must start with an end goal. The goal of the job rotation determines the job changes Fowler, 2010. Thus, if a department in which every employee is cross-trained to do every job is the goal, a careful structuring of the rotation must occur. If the development of individual employees, for eventual promotion, to advance the employees' career options, to avoid job boredom, or to create backup help for vacation times, is the goal, the job rotation plans will differ Fowler, 2010. Effective job rotation

specifies the goal. Job rotation must be carefully planned. An optimum training plan helps the employee build upon the skills learned at each step of a job rotation. So, the plan involves the employee participating in a series of jobs on a path that other employees have followed that resulted in a fully trained employee, or the accomplishment of the goal Pride et al., 2005.

When an employee does one kind of job week-in week-out, they will always get demotivated to carry on with their work more especially when the work is not very challenging. Fowler 2010 revealed. Fowler suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization. However, Clifton 2010 disagrees with these revelations. He asserts that job rotation does not actually lead to motivation of the employee; it just helps the employees not to get bored with their work. In other words, it helps the employers to maintain a certain level of motivation in employees.

Job rotation has been used to implement the increasing employee momentum and taking active part in job within the organization, which are incredibly vital for valuable performance Zeira, 2014. Job rotation establishes a successful routine of increasing talents, enthusiasm, encouragement and motivation of an employee within the organization Friedrich, Kabst, Weber, & Rodehuth, 2008. Job rotation advances the employee's abilities and mutual understanding of their job. It increases team effectiveness and facilitate the employees to reward promotion chances after successful achievement of work rotation programs Faegri, Dyba, & Dingsøy, 2010. Therefore, it has been concluded that both the human resources and owners can get profit from job rotation practices. Organizational researchers claim that

job rotation is one of the strongest predictors of performance and commitment during the job. It reduces the boredom and fatigue of the jobs and enhances the employee motivation and commitment through diversification of the tasks, which is highly recommended, for the innovative organizations to develop the workforce in order to meet the current and future requirements of the dynamic fruitful environment Adomi, 2006.

When it comes to naming potential costs of implementing job rotation, there almost seems to be unanimity in the theoretical literature: Rotating individuals to new jobs sacrifices job-specific human capital, and frequent job rotation may in consequence entail a serious loss of productivity. With regard to benefits of this particular kind of work design, on the other hand, over the years many explanations have been put forth why it may be worthwhile to incur the afore-mentioned loss in productivity. One of these explanations, formalized in Cosgel and Miceli 2009, posits that workers dislike monotonous jobs. In consequence, regular job rotations increase employees' motivation and overall satisfaction by reducing their boredom and keeping them interested in their jobs, which in turn allows firms to economize on wages.

2.2.1 Predictors of Job Rotation

Age as a determinant of Job Rotation: Age is an important variable that could play a fundamental role in determining whether an employee should be rotated or not in the Ghanaian work setting. Rotation becomes much difficult as one gets older Fujimoto, 2014. The Ghanaian society is hierarchical in nature. And people are respected because of their age, experience, and wealth. Elderly people are viewed as intelligent and respected, and it is assumed that the most senior person will make decisions that are in the best interest of the group Kuada, 2014. Workers are sometimes assigned to janitorial jobs or jobs in the

company's canteen when they become older Fujimoto, 2013. In the same vain, much younger superiors find it difficult to give instructions at the workplaces because of societal norms Baily & Waldinger, 2011. To this end, age in this study was assumed to be a variable that could be used to determine employees' reassignment to other units among employees.

Gender as a Predictor of Job Rotation: Job assignment based on an employee's gender is not rare in most workplaces around the world. Interestingly, jobs that provide little self-esteem are likely to be assigned to women and in times of recession, women seem to experience more rotation than men Fujimoto, 2013. Generally, women accept orders to move without complaining and may be ready to quit a new job if they do not like it, while men would accept rotation because they have no choice knoke & kalleberg, 2014.

Socio-cultural Relationships as Determinant of Job Rotation: Socio-cultural relationships between superiors and subordinates could play a significant role in the overall work setting in most Ghanaian organizations. Most workers are related to each other through ethnic, religious, and political orientations among others. Socio-cultural-value dimensions in Sub-Saharan Africa are high in collectivism and in human orientation House & Aditya, 2007. Collectivist cultures have close social structure with effective and unified in-groups that are opposed to out-groups Hofstede, 2010. Collectivism based on family ties and religious relations are significant. Caring centered values also include self-sacrifice, kindness, and love, which are learnt from family teachings, and cultural norms Kuada, 2014. Thus, this study assumed that, socio-cultural relationship between superiors and subordinates could be employed to determine employee rotation to other departments.

Staff Performance as a Predictor of Job Rotation: Organizations hope to have flexible, skillful and multi-skilled staff with the capacity to accelerate performance, save time, and to

maximize returns to resources invested Pagani & Origo, 2008. To this end, employees could be rotated to other units depending upon their performances. An employee with low level of performance could be required to move to other areas that would help bring his skills level to speed. Similarly, others with exceptional abilities could also be reassigned to other units to help sanitize those areas Jarvi, 2004. Bazrafshan, 2005 in their study concluded that staff performance had a significantly positive relationship with job rotation. Similarly, other researchers have posited that, staff performance is a determinant of job rotation Fojini & Nojima, 2005. In contrast, Tabib et al 2011 revealed that, staff performance was not a good predictor of Job Rotation

Training as a Determinant of Job Rotation: Job rotation is used extensively as staff development technique Mir Sepasi et al., 2009. It increases individual's knowledge and experiences, decreases tiredness, which leads to intellectual transformations, creativity and innovation Saadat, 2011. Training provides both new and present employees the skills they need to perform their jobs. Organizations do this by employing On-the-job training (OJT). It involves having an employee learn a job by actually performing it on the job. In most public institutions in Ghana, OJT is widely employed to train employees Dessler, 2014. Job rotation can stimulate interest and provide a broader perspective of the organization. Learning in an organization can be considered seventy percent (70%) experience, twenty percent (20%) mentoring, and ten percent (10%) classroom training Casazza, 2011. It gives employees a first-hand experience and wholesome idea about the organizations service offerings, lines of business, and processes, which is why it is used as an effective training tool in many organizations. Job rotation, in its entirety, is a remarkable learning experience for many individuals, providing career and personal development.

Motivation as a Predictor of Job Rotation: Effective human capital management such as job rotation, job enrichment and job enlargement could have positive impact on employee's motivation Cavins & Pinto, 2005. To this end, job rotation has the capacity to reduce boredom and increase motivation through the performance of divergent activities by employees. Adomi, 2006. In the same vain, Foss, Minbaevra and Pedersen 2009 revealed that job rotation leads to movement of employees from one department to another and that could assist current departments make use of relevant skills and knowledge acquired from previous departments. Besides, Griffin 1991 opined that job design intervention will directly affect how employees perceive meaningful changes and tend to recognize those changes over time. Likewise, Olorunsola 2010 submitted that motivation has a positive relationship with job rotation and this has the capacity to remove monotony and boredom, thereby improving efficiency and productivity of employees.

2.3 Employee Performance

Employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs Landy, 2005. Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management found it easy to motivate high performers to attain firm targets Kinicki & Kreitner, 2007. The employee could be only satisfied when they feel themselves competent to perform their jobs. Recognizing the role of job rotations, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce.

An organization that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning. Stated by Leonard-Barton 2012. Pfeffer 2014 highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Employees must know what they need to do to perform their job successfully. Getting employees involved in the planning process helps them to understand the goals of the organization, what needs to be done; why it needs to be done and how well it should be done. Performance expectations need to be understood and where possible, to involve the contribution from the employees as Terrington 2005 puts it. He further argues that, as individuals cannot always control their results, it is important to have behavioral targets as well as output targets. It is recommended that there is a personal development plan which would again underpin the achievement of objectives. Price 2005 states that managing employee performance every day is the key to an effective performance management system.

Setting goals, making sure expectations are clear and providing frequent feedback help people perform most effectively. Goal setting involves managers and subordinates jointly establishing and clarifying employee's goals. It affects performance through influencing what people think and do by focusing their behavior in the direction of goals, energize behavior, motivate people to put forth the effort to reach difficult goals that are expected and clarifies duties and responsibilities. Participation convinces employees that the goals are achievable and can increase motivation and performance. Clear performance expectations are a critical factor in teamwork success, whether your goal is to develop a project team, a

departmental team, or a sense of teamwork company-wide, clear performance expectations support teamwork success.

Clear performance expectations help employees develop accountable, productive, meaningful, participatory teamwork Armstrong, 2013. Measurement is an important concept in performance management. It is the basis for providing and generating feedback. It identifies where things are going well to provide the foundations for building further success, and it indicates where things are not going so well, so that corrective action can be taken Armstrong, 2013. Armstrong 2006 insisted that all jobs produce outcomes even if they are not quantified. It is therefore often necessary to measure performance by reference to what outcomes have been attained in comparison with what outcomes were expected. According to Muchel'le, 2007 the fundamental purpose behind measures is to improve performance. Measures that are not directly connected to improving performance are measures that are a means to achieving that ultimate purpose. There are several methods of assessing individual's ability to perform a job effectively and to identify the gap between effective and current performance for which a training solution will contribute to closing the gap Muchel'le, 2007. He further states that a human resources manager can either question employees about their job, problems or perceived training and development needs or even observation can be used to investigate work flows.

Data from internal records can also be analyzed to identify patterns and trends in performance of an employee. Quantity of units produced, processed or sold is a good indicator of performance, but care should be taken not compromise on the quality. Quality of work can

be measured by several means, such as the percentage of work to be redone or rejected. In sales the percentage of inquiries converted to sales is an indicator of salesmanship quality. Timeliness and how fast work is accomplished. The cost of work performance can be used as a measure of performance only if the employee has some degree of control over the cost Price, 2005.

Supervisors and employees should keep track of creative work examples and attempt to quantify them Noe, 2010. Performance appraisal tells top performers that they are valued by the company. It requires managers to at least annually communicate to employees their performance strengths and weaknesses. A good performance appraisal requires that all employees doing a similar job are evaluated using the same standards Price, 2005. Muchel'le 2007, states that appraisals are a major performance measure. Manager's appraisal is whereby a manager appraises the employee's performance and delivers the appraisal to the employee. This is by nature a top-down and does not encourage the employees 'active participation. It's often met with resistance because the employee has no investment in its development. Self-appraisal is when the employee appraises his or her own performance, in many cases, comparing the self-appraisal to the manager review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations.

2.4 Organizational Performance

Increasing productivity, new product development, creativity and cutting time to market require a stable and productive work force. The stability and productivity of the work force

can be dramatically increased by ensuring that every employee is challenged and excited about their job. Employee turnover and the associated loss of tacit and explicit knowledge disrupt team effectiveness and also slow product development hence job rotation can be used to boost company productivity Ortega, 2009. Working with many people at different time periods develop human relations and support internal and external communication among departments. Rotation gives several cues about how to establish communication with people with different behavioral characteristics. Employees who are closer to each other in a social context will be able to resolve any problems which may arise during technical processes more easily. This makes it feasible for the workplace to be more peaceful and work to be carried out with high motivation Morris, 2006.

Job rotation intensifies innovation of firms. According to Ortega 2009, there was a positive correlation between rotation and the intensity of innovation especially in the innovative firm. This could be understood as: Firstly, learning is the base of innovation, so an innovative firm has a great demand to induce employees to learn as much, and job rotation has positive effect on leading employees to learn. Secondly, innovation itself is a kind of creative activity. In the process of innovation, many knowledge and techniques could be created. So, job rotation improves greatly the company productivity. Job rotation enhances job satisfaction hence employees become motivated. Job satisfaction refers to an individual's general attitude toward his or her job. According to Locke 2006, job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences.

When people speak of employee attitudes, they often mean job satisfaction is like any attitude, is generally acquired over a period of time as an employee gains more and more information about the workplace Robbins, 2013. Job satisfaction related to a number of variables including organization structural characteristics such as hierarchy, size, and centralization Berger & Cummings, 2010 and job characteristics such as skill variety, task significance, task identity, autonomy, and feedback Hackman & Oldham, 2006. Conceivably, the practice of job rotation contributes at least to skill variety and task identity. In addition, employees see job rotation as a way of acquiring the skills needed for promotions and as an investment by the employer in their development. Therefore, rotating employees to different positions is an excellent way to motivate employees, give them a sense of belonging, reduce boredom and fight off a lack of commitment Campion et al., 2014.

A firm can benefit from implementing job rotation in order to optimally match employees to jobs when there is uncertainty about both the profitability of different jobs and the productivity of different persons at different jobs Ortega, 2010. Eguchi, 2005 considers a multi-task situation where, next to regular work activities, the worker can engage in influence activities which become more profitable for the worker the longer he is in his current position. It is shown that when the firm is harmed by this rent-seeking behaviour of its employees but cannot use incentive payment schemes effectively due to difficulties in measuring workers' performance, frequent job rotations are useful to limit these influence activities.

When the firm faces workers of different but unobservable ability, Arya and Mittendorf 2006 argue that implementing optional job rotation programs can help firms to better match pay

to an employee's true worth by achieving a self-selection of the workers: When undertaking different tasks is costly for workers but less costly for highly talented employees than for employees of low talent, the former opt for the job rotation program in order to prove their versatility, whereas the latter refrain from doing so because it is too costly.

There are three major approaches to explain why work place organization may take the particular form of job rotation: employee motivation, employee learning, and employer learning. This was according to Eriksson and Ortega, 2014. The employee motivation theory posits that job rotation helps to make work more interesting, thereby in particular providing motivation for so-called "plateaued" employees, i.e., employees with limited promotion prospects. The employee learning theory, on the other hand, contents that, job rotation is an effective way to develop employees' abilities and to improve organizational knowledge in order to help prepare junior employees to become top managers or to better cope with uncertainty. Last, according to the employer learning theory, job rotation improves job assignments by providing the employer with information about the employee's abilities, both general and job-specific, and also job-specific factors unrelated to the employee. Organization should keep care about employee's interest, capacity and arrangement of timing, when planning their rotation Campion et al., 2014.

2.5 Theoretical Framework

Management literature often refers to job rotation as a useful practice, but very few authors have conducted a detailed analysis of its costs and benefits Cheraskin and Stevens, 2014 posit that the. Nonetheless, three types of arguments are recurrent in job rotation discussions: for some people, rotation is a training device; for others, it is mostly a way to discover which

jobs different employees are best at; and for a third group of people, job rotation's main benefit is motivation Eriksson and Ortega 2004. The theoretical review was based on the three most common theories used in examining the influence of job rotation on organizational performance. These theories were Herzberg 1957 two factor theory, Hackman and Oldham's 1974 job characteristics theory and high-performance work system theory.

Herzberg's Two Factor Theory: The two-factor model of satisfiers and dis-satisfiers was developed by Herzberg, et al 1957 following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report accurately the conditions that made them satisfied and dissatisfied with their jobs. Accordingly, the subjects were asked to tell their interviewers about the times during which they felt exceptionally good and exceptionally bad about their jobs and how long their feelings persisted. It was found that the accounts of 'good' periods most frequently concerned the content of the job, particularly achievement, recognition, advancement, responsibility, and the work itself. On the other hand, accounts of 'bad' periods most frequently concerned the context of the job. Company policy and administration, supervision, salary and working conditions more frequently appeared in these accounts than in those told about 'good' periods.

Herzberg's Two-Factor Theory divided motivation and job satisfaction into two groups of factors known as the motivation factors and hygiene factors. According to Frederick Herzberg, "the motivating factors are the six 'job content' factors that include achievement, recognition, work itself, responsibility, advancement, and possibility of growth. Hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship

with subordinates, status, and job security” Ruthankoon, 2003. Basically, the theory differentiates the factors between intrinsic motivators and extrinsic motivators. The intrinsic motivators, known as the job content factors, define things that the people actually do in their work; their responsibility and achievements. These factors are the ones that can contribute a great deal to the level of job satisfaction an employee feels at work. The job context factors, on the other hand, are the extrinsic factors that someone as an employee does not have much control over; they relate more to the environment in which people work than to the nature of the work itself Schermerhorn, 2003.

Herzberg identifies these factors as the sources for job dissatisfaction. “Hertzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction. While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed “Herzberg’s Motivation-Hygiene Theory,” 2002.

Hackman and Oldham’s Job Characteristics theory: Job characteristics theory is a work design theory. A useful perspective on the factors affecting job design is provided by Hackman and Oldham’s 1974 job characteristics model. They suggest that the ‘critical psychological states’ of ‘experienced meaningfulness of work, experienced responsibility for outcomes of work and knowledge of the actual outcomes of work’ strongly influence productivity, job satisfaction and performance. They identified the following characteristics of jobs that need to be taken into account in job rotation; skill variety, task identity, task significance, autonomy and feedback. The theory includes individual difference variables as

moderator of the relationship between the characteristics and the outcome variables.

Hackman and Oldham, 1976 defined the five job characteristics as follows:

Skill variety: the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person.

Task identity: the degree to which the job requires completion of a whole, identifiable piece of work that is doing a job from beginning to end with visible outcome.

Task significance: the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large.

Autonomy: the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedure to be used in carrying it out. **Job feedback** is the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance.

High Performance Work Systems Theory: The conception of High-Performance Work Organizations or Systems (HPWS) emerged in the US new Human Resource Management (HRM) literature during the 1980s. The approach to developing an HPWS was based on an understanding of what the goals of the business are, what work arrangements are appropriate to the attainment of those goals and how people can contribute to their achievement. This led to an assessment of what type of performance culture was required. The development programme requires strong leadership from the top. Stakeholders – line managers, team leaders, employees and their representatives – should be involved as much as possible through surveys, focus groups and workshops Armstrong, 2009.

It was suggested by Godard 2004, there is a general assumption that the benefit of an HPWS increases with the number of practices adopted. However, it is often argued that high-performance practices are complementary to, and hence interact with, each other, so that their true potential is not fully realized unless they are adopted in combination or as part of a full-blown high-performance system (the complementarities thesis). It is also sometimes argued that these effects are not fully realized unless integrated with or matched to a particular employer strategy (the 'matching' thesis). King ,1995 cites a survey of Fortune 1000 companies in the United States revealing that 60 per cent of those using at least one practice, increasing the responsibility of employees in the business process, reported that the result was an increase in productivity while 70 per cent reported an improvement in quality.

2.6 Empirical Review

Hawthorne studies states that, many research works on productivity of workers, employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs Landy, 2005. Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management found it easy to motivate high performers to attain firm targets Kinicki & Kreitner, 2007.

The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately

improves the motivational level as well as the performance of the workforce. An organization that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up systems that ensure constant learning, Leonard-Barton 2012. Pfeffer, 2014 highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market.

Employees must know what they need to do to perform their job successfully. Getting employees involved in the planning process helps them understand the goals of the organization, what needs to be done; why it needs to be done and how well it should be done. Performance expectations need to be understood and where possible, to involve the contribution from the employees as Terrington (2005) puts it. He further argues that, as individuals cannot always control their results, it's important to have behavioral targets as well as output targets. It is recommended that there is a personal development plan which would again underpin the achievement of objectives. Price 2005 states that managing employee performance every day is the key to an effective performance management system. Setting goals, making sure expectations are clear and providing frequent feedback help people perform most effectively.

Goal setting involves managers and subordinates jointly establishing and clarifying employee's goals. It affects performance through influencing what people think and do by focusing their behavior in the direction of goals, energize behavior, motivate people to put forth the effort to reach difficult goals that are expected and clarifies duties and responsibilities. Participation convinces employees that the goals are achievable and can increase motivation and performance. Clear performance expectations are a critical factor in

teamwork success, whether your goal is to develop a project team, a departmental team, or a sense of teamwork company-wide, clear performance expectations support teamwork success. Clear performance expectations help employees develop accountable, productive, meaningful, participatory teamwork Armstrong, 2013. Measurement is an important concept in performance management. It's the basis for providing and generating feedback. It identifies where things are going well to provide the foundations for building further success, and it indicates where things are not going so well, so that corrective action can be taken Armstrong, 2013.

All jobs produce outcomes even if they are not quantified, Armstrong 2006 insisted. It's therefore often necessary to measure performance by reference to what outcomes have been attained in comparison with what outcomes were expected. According to Muchel'le, 2007 the fundamental purpose behind measures is to improve performance. Measures that are not directly connected to improving performance are measures that are a means to achieving that ultimate purpose. There are several methods of assessing individual's ability to perform a job effectively and to identify the gap between effective and current performance for which a job rotation solution will contribute to closing the gap Muchel'le, 2007.

Data from internal records can also be analyzed to identify patterns and trends in performance of an employee. Quantity of units produced, processed or sold is a good indicator of performance, but care should be taken not compromise on the quality. Quality of work can be measured by several means, such as the percentage of work to be redone or rejected. In sales the percentage of inquiries converted to sales is an indicator of salesmanship quality. Timeliness and how fast work is accomplished. The cost of work performance can be used

as a measure of performance only if the employee has some degree of control over the cost
Price, 2005.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents the methodology of the study. It includes research design, population, profile of Saham Insurance Ghana Limited, sample and sampling procedure. It also presents the research instrument, data collection procedure and data analysis.

3.2 Research Design

The main aim of this study is to examine the effects of job rotation on individual and organizational performance. A research design is the plan or blue print which specifies how data relating to a given problem should be collected and analyzed or the procedural outline for the conduct of any given investigation. It is also the researcher's plan of action concerning the study, compressed into few paragraphs. A broad research of this nature would require an approach bearing in mind the population hence a descriptive survey process of collecting data was used in testing the research questions.

Descriptive surveys ensure complete description of the situation thus ensuring there is minimum bias during the collection of data and reduce errors when interpreting the collected data. For the purpose of the study, this approach was considered suitable as a method of eliciting information needed in drawing useful conclusions from the research study. The study is purely quantitative in nature. Quantitative research method permits specification of dependent and independent variables and allows for longitudinal measures of subsequent performance of the research subject.

3.3 Profile of Saham Insurance Ghana Limited

Saham Group is a Pan-African Insurance Group operating with 46 subsidiaries with 650 branches and approximately 6,000 employees in 28 countries of Africa, Europe and the Middle East. Saham group the largest footprint in Africa. Saham Group has a solid financial base strengthened by the strategic and equity partnerships with leading financial institutions of the world including, Abraaj Capital, Wendel and the IFC, subsidiary of World Bank. In 2012, IFC and Abraaj Capital invested 250 million USD into the Group and Wendel came on Board in 2013 with an additional 100 million Euros as equity investment. SAHAM Insurance recorded turnover of 1.1 billion USD in 2013. The GROUP operates Life Insurance, Non-Life Insurance, Health Insurance, Reinsurance, Real Estate, Off-shore, Call centre services for MNO's with over 37 years' experience.

3.4 Population

Population refers to all cases or individuals that fit a certain specification Ohaja, 2003. It is also the aggregate of all cases that conform to some designated set of specifications. Such specifications may be people, subjects, items, sectors, animals and so on. The population of the study was employees at the Harper road branch of Saham Insurance Ghana Limited. The total number of persons at the branch is 45.

3.5 Sample and Sampling Procedure

Sample is the selection of some members or elements from the population for actual investigation Ohaja, 2003. It also refers to the process of selecting a portion of the population to represent the entire population. It is also a section or part of an entire population of people or things which are studied to obtain information about the research variables Madueme,

2010. A simple random sampling technique was employed to select the 40 employees out of the population. This technique was used because it ensured that everyone in the population had an equal chance of being selected. The goal of the sampling method used was to obtain a sample that is a representative of the population. The techniques used by the researcher to select the sample size required prior knowledge of the target population which allowed a determination of the size of the sample needed to achieve a reasonable estimate with accepted precision and accuracy of the population. The sample size determination table by Krejcie and Morgan 1970 was used to select the 40 persons. They indicated that, with a population of 45, the number 40 will serve as a suitable sample size.

3.6 Data Collection Instrument

Having considered the nature and purpose of the research, the researcher deemed it appropriate to employ the use of self-designed questionnaire. The questionnaire was designed by the researcher in line with the objectives of the study. Only close-ended questions were used. Closed-ended questions were used because they specify all the possible answers and also, provide answers that are easier to interpret and tabulate. The questionnaires were deliberately hand delivered and in some cases, some aspects of the questionnaires were explained to the respondents in order to obtain accurate data. The questionnaires were designed to be anonymous in nature.

3.7 Data Collection Procedure

This study comprised both primary and secondary data. Primary data was collected through the use of questionnaires. Secondary data was also obtained from journals, articles, books,

reports, publications, electronic books and from the internet. Secondary data is crucial for any researcher because it allows the researcher to know what has been done in the area of interest and the procedures that were used to come out with those findings.

3.8 Data Analysis

The raw data obtained from a research is useless unless it is transformed into information for the purpose of decision making Emery & Couper, 2003. The data analysis involved developing summaries, applying statistical inferences as well as the use of tables and charts to make meaning out of the raw data. Consequently, the following steps were taken to analyze the data for the study. The data was edited to detect and correct, possible errors and omissions that are likely to occur, to ensure consistency across respondents. The data was then coded to enable the respondents to be grouped into limited number of categories. Statistical Package for Social Sciences (SPSS) was used in the processing of primary data gathered. This was to enable data gathered to be presented into tables, graphs and charts for qualitative explanations and to give a good visual impression and clarity of information.

CHAPTER FOUR

FINDINGS AND ANALYSIS OF DATA

4.1 Introduction

This chapter looks at the presentation of data collected from the field. It gives information on the responses obtained from the various questions posed to the respondents via the questionnaires.

4.2 Demographic Data of Respondents

4.2.1. Gender of Respondents

The figure provides the gender information which shows that 56% of the respondents were females while 44% of them were males. The survey shows that the majority of the respondents were females. Thus, there are more female employees at Saham Insurance than there are male employees. The gender composition of the respondents is shown in Figure 1.

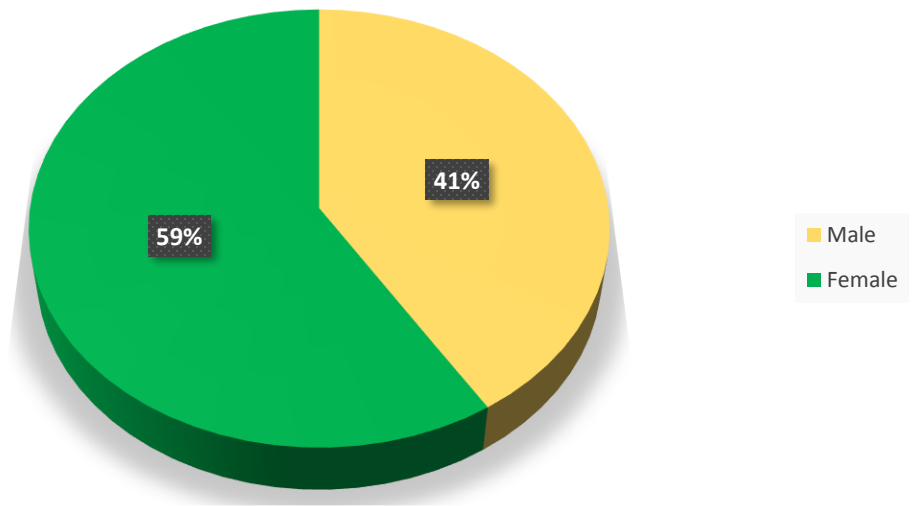


Figure 1: Gender
Source: Field survey, 2019

4.2.2 Age of Respondents

Out of the total respondents, 45% representing the majority were between the ages 36-46 years, while 39% were between 25-35 years. However, the minority representing 16% was between 46-56 years of age. Thus, majority of the respondents were between the ages of 36-46 years. Figure 2 shows the age distribution of the respondents.

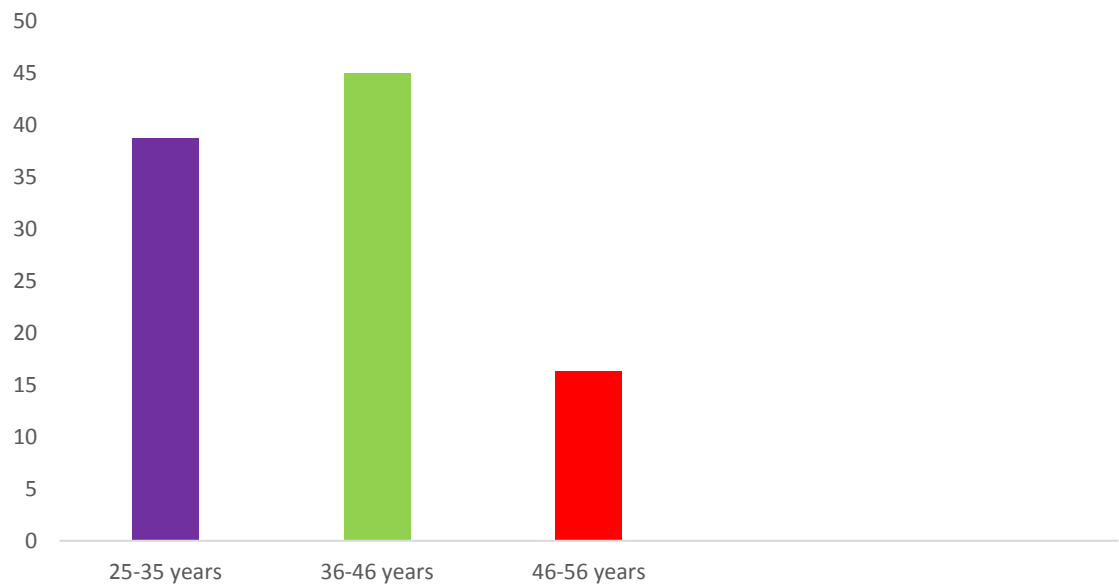


Figure 2: Age of respondents
Source: Field survey, 2019

4.2.3 Years of Service

Out of the total respondents, 46% of them had worked at Saham Insurance for a period of 1-5 years, 28% had been there for a period of 6-10 years, 14% had been there for less than a year whilst 12% representing the minority said they had worked there for a period of 10 years and above. In summary, majority of the respondents have been at Saham Insurance for a

period of 1-5 years. Figure 3 reveals how long the employees have worked at Saham Insurance.

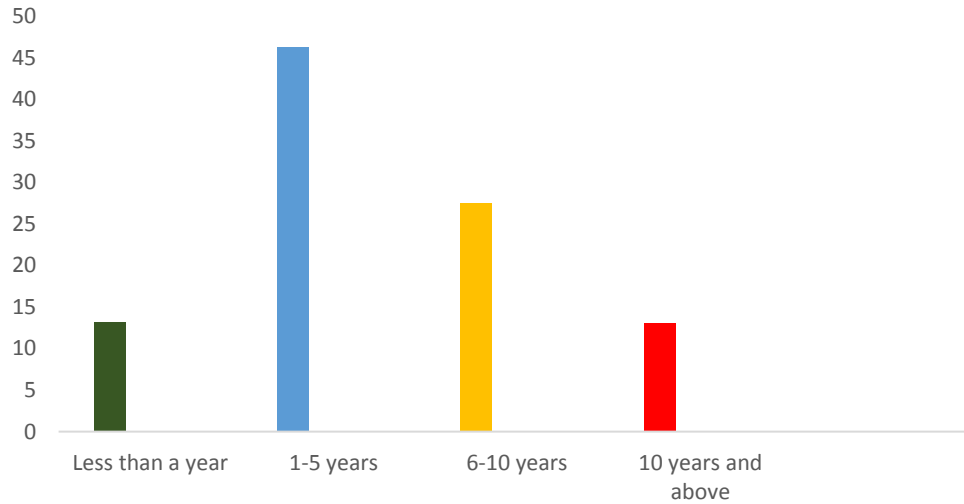


Figure 3: Years of Service at Saham Insurance
Source: Field survey, 2019

4.3 Section B

4.3.1 Frequent Job Rotations

The research showed that, 70% of the respondents said a job rotation at Saham Insurance was not frequent. On the other hand, 30% responded that there were frequent job rotations at Saham Insurance.

Table 1: Frequent Job Rotations

Response	Frequency	Percentage
Yes	12	30%
No	28	70%
Total	40	100%

Source: Field survey, 2019

4.3.2. Frequency of Job Rotations

Out of the 12 persons who said there are frequent job rotations, 75% said it happens occasionally while 25% said it happens often.

Table 2: Frequent Job Rotations

Response	Frequency	Percentage
Often	3	25%
Occasionally	9	75%
Total	12	100%

Source: Field survey, 2019

4.3.3 Types of Rotations at Saham Insurance

Out of the 40 respondents, 78% representing 31 persons said the types of rotation that usually happens at Saham Insurance was requested and promotion rotations while 15% representing 6 persons said it was replacement rotation. The minority representing 8% said it was versatility rotations.

Table 3: Types of Rotations at Saham Insurance

Response	Frequency	Percentage
Requested and Promotion rotations	31	78%
Replacement rotations	6	15%
Versatility rotations	3	8%
Total	40	100%

Source: Field survey, 2019

4.3.4. Rotations Achieve their Purpose

From the data gathered in Table 4 below, 60% of the respondent said the rotations at Saham Insurance achieve their intended purpose while 28% of the respondent representing 11 persons said they cannot tell whether rotations at Saham Insurance achieve their intended

purpose. On the other hand, 12% of the respondents representing 5 persons said rotations at Saham Insurance never achieve their intended purpose.

Table 4: Job Rotations Achieve their Purpose

Response	Frequency	Percentage
Always	24	60%
Never	5	12%
Cannot Tell	11	28%
Total	40	100%

Source: Field survey, 2019

4.3.5 Effectiveness of Job Rotation

In Table 5 below, 50% of the respondents representing the majority said the rotations at Saham Insurance are somewhat effective while 32% representing 13 persons said the rotations at Saham Insurance are very effective. However, the minority of the respondents representing 18% said the rotations at Saham Insurance were not effective.

Table 5: Effectiveness of Job Rotation

Response	Frequency	Percentage
Very Effective	13	32%
Somewhat Effective	20	50%
Not Effective	7	18%
Total	40	100%

Source: Field survey, 2019

4.3.6 Significance of Job Rotation

Out of the 40 respondents, 60% representing 24 persons said the job rotations at Saham Insurance were somewhat significant while 28% representing 11 persons said it was very significant. However, the minority representing 12% said the job rotations at Saham Insurance were not that significant.

Table 6: Significance of Job Rotation

Response	Frequency	Percentage
Very Significant	11	28%
Somewhat Significant	24	60%
Not Significant	5	12%
Total	40	100%

Source: Field survey, 2019

4.3.7 Job Rotation Policy

Out of the 40 respondents, 90% representing 36 persons said there are no job rotation policies at Saham Insurance while 10% representing 4 persons said there are job rotation policies at Saham Insurance.

Table 7: Job Rotation Policy

Response	Frequency	Percentage
Yes	4	10%
No	36	90%
Total	40	100%

Source: Field survey, 2019

4.3.8 Effectiveness of Job Rotation Policy

When asked whether the job rotation policy at Saham Insurance was effective, 88% representing 35 persons said no while 12% representing 5 persons said yes.

Table 8: Effectiveness of Job Rotation Policy

Response	Frequency	Percentage
Yes	5	12%
No	35	88%
Total	40	100%

Source: Field survey, 2019

4.3.9 Employees Involvement in Job Rotation

When asked whether employees of Saham Insurance are involved in job rotations, 72% of the respondents said never, 18% said sometimes while 10% said always.

Table 9: Employees Involvement in Job Rotation

Response	Frequency	Percentage
Always	4	10%
Never	29	72%
Sometimes	7	18%
Total	40	100%

Source: Field survey, 2019

4.3.10 Benefits of Job Rotations

In Table 10, the respondents stated that the greatest benefits of job rotation was that job rotation help develop employees problem solving skills (M= 3.48; SD=1.24). Also, the second greatest benefits of job rotation was that, job rotation improve leadership skills of employees (M= 3.44; SD=1.23). It was also observed that, job rotations increase knowledge and skills in the line of work (M= 3.21; SD=1.33), improve quality of work done (M= 3.10; SD=1.62) and help employees identify their potentials and abilities (M= 2.92; SD=1.01).

Table 10: Benefits of Job Rotation

Response	Mean	SD
Job rotations develop employee problem-solving skills	3.48	1.24
Job rotations increase knowledge and skills in the line of work	3.21	1.33
Job rotations improve leadership skills of employees	3.44	1.23
Job rotations help employees identify their potentials and abilities	2.92	1.01
Job rotations improve quality of work done	3.10	1.62

Source: Field survey, 2019

4.3.11 Challenges of Job Rotation

In Table 11, the respondents were asked to indicate challenges of job rotation at Saham Insurance. Majority of respondents stated that, low productivity was the major challenge of job rotation (M= 3.71; SD=1.22). Subsequent challenges were, lack of adequate training (M= 3.63; SD=1.20), employees being taken away from the work they like (M= 2.62; SD=1.13), and employees having breath of experience but not having deep knowledge and expertise on one particular job (M= 2.36; SD=1.41) and resistance of employees (M= 2.17; SD=.09).

Table 11: Challenges of Job Rotation

Response	Mean	SD
It takes employees away from the work they like to do most or what they enjoy doing	2.62	1.13
Employees may have breath of experience but don't have deep knowledge and expertise of one particular job.	2.36	1.41
It brings about low productivity since it will take time for the new employee to adjust	3.71	1.22
Lack of adequate training before and after rotation	3.63	1.20
Resistance from employees	2.17	.09

Source: Field survey, 2019

4.4 Discussion of Findings

The first objective of the study was to identify how effective job rotation is in improving employee performance at Saham Insurance. The study revealed that, job rotation is somewhat effective in improving employee performance at Saham Insurance. According to Faegri, Dyba, and Dingsøy 2010, job rotation advances the employee's abilities and mutual understanding of their job. It increases team effectiveness and facilitate the employees to reward promotion chances after successful achievement of work rotation programs. Therefore, it has been concluded that both the human resources and owners can get profit from job rotation practices.

The second objective of the study was to assess the benefits of job rotation on productivity at Saham Insurance. It was revealed that, the greatest benefit of job rotation was that job rotation help develop employees problem solving skills. Similarly, Morris 2006 said job rotation gives several cues about how to establish communication with people with different behavioral characteristics. Employees who are closer to each other in a social context will be able to resolve any problems which may arise during technical processes more easily. This makes it feasible for the workplace to be more peaceful and work to be carried out with high motivation.

The third and last objective of the study was to identify the challenges of job rotation at Saham Insurance. It was revealed that, low productivity was the major challenge of job rotation at Saham Insurance. Similarly, Clifton 2000 agrees with this revelation. He asserts that job rotation does not actually lead to motivation and job performance of the employee; it just helps the employees not to get bored with their work.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter commences by presenting an overall summary of the study followed by conclusion and then proposed recommendations based on the analysis of the results.

5.2 Summary

The general objective of the study is to assess the effects of job rotation on individual and organizational performance. Specific objectives include:

4. To identify how effective job rotation is in improving employees' performance at Saham Insurance Ghana Limited.
5. To assess the benefits of job rotation on productivity at Saham Insurance Ghana Limited.
6. To find out the challenges of job rotation at Saham Insurance Ghana Limited.

The study adopted a quantitative design approach. Quantitative research designs are used when researcher seeks to conduct statistical analysis, use lots of subjects, or strive for accuracy and to generalize. This was necessary because the descriptive research design provide the opportunity for thorough interpretation and explanation of the constructs for this study. The population of the study was employees at the Harper road branch of Saham Insurance Ghana Limited. The total number of persons at the branch is 45. Samples of 40 persons were sampled for the study. A simple random sampling technique was employed to select the 40 employees out of the population. Questionnaires were used as the data collection

instrument. The Statistical Package for Social Sciences (SPSS) was used in the analysis of data.

The first objective of the study was to identify how effective job rotation is in improving employees' performance at Saham Insurance Ghana Limited. The study revealed that, job rotation is somewhat effective in improving employee performance at the company. The second objective of the study was to assess the benefits of job rotation on productivity at Saham Insurance Ghana Limited. It was revealed that, the greatest benefit of job rotation was that job rotation help develop employees problem solving skills. The third and last objective of the study was to identify the challenges of job rotation at Saham Insurance Ghana Limited. It was revealed that, low productivity was the major challenge of job rotation at the company.

5.3 Conclusion

Job rotation has great value on human capital. The pressure and motive deriving from job rotation promotes the eagerness for knowledge and skills of employees that urges them to pay more attention to learn and deduces good efficiency of learning. 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 organization. The current study was carried out to assess the effects of job rotation on individual and organizational performance. From the results of the study, it is clear that job rotation is somewhat effective at Saham Insurance although there are some existing barriers. 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 Recommendation

Based on the findings of the study the following recommendations are suggested:

1. 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.
2. 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.
3. Another finding made by the researcher was that majority of the respondents complained that they did not know no if their organization had a policy on job rotation, whiles 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.

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APPENDICE

CHRISTIAN SERVICE UNIVERSITY COLLEGE

QUESTIONNAIRE

The researcher is undertaking a topic on ‘the effects of job rotation on individual and organizational performance. The information you will provide will be used for academic purposes only and will be treated with confidentiality. Kindly answer the questions below.

SECTION A: Personal Data (kindly tick the preferred answer)

i. Age

25-35 36-46 46-56 Above 56

ii. Gender

Female Male

iii. For how long have you been working at Saham Insurance?

Less than one year 1-5 years 6-10 years 10 years and above

SECTION B: Effectiveness of Job Rotations

1. Are there frequent job rotations at Saham Insurance?

Yes No

2. If yes, how often do they happen?

Often Occasionally Never

3. What type of rotations normally occurs at Saham Insurance?

Requested rotation Promotion rotation Production rotation
Replacement rotation Versatility rotation Precautionary
rotation Others

4. In your opinion, do the rotations achieve their intended purpose?

Always Never Cannot tell

5. How will you rate the effectiveness of job rotations at Saham Insurance?

Very Effective Somewhat Effective Not Effective

6. How significant is job rotation programmes at Saham Insurance?

Very significant somewhat significant Not significant

7. Does Saham Insurance have a job rotation policy?

Yes No

8. Are employees involved in the implementation processes and procedures?

Always Never Sometimes

9. Are the policies in place effective?

Yes No Sometimes

10. How often are these policies reviewed?

Often Occasionally Never

SECTION C: Benefits of Job Rotations

Please indicate to what extent you agree or disagree with the following statements:

No	Statements	High	Average	Low	No effect
11	Job rotations improve quality of work done	1	2	3	4
12	Job rotations develop employee problem-solving skills	1	2	3	4
13	Job rotations improve leadership skills of employees	1	2	3	4
14	Job rotations increase knowledge and skills in the line of work ;'>	1	2	3	4
15	Job rotations help employees identify their potentials and abilities	1	2	3	4

SECTION D: Challenges of Job Rotations

Please indicate to what extent you agree or disagree with the following statements:

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
16	It takes employees away from the work they like to do most or what they enjoy doing	1	2	3	4	5
17	It brings about low productivity since it will take time for the new employee to adjust	1	2	3	4	5
18	Employees may have breath of experience but don't have deep knowledge and expertise of one particular job.	1	2	3	4	5
19	Resistance from employees	1	2	3	4	5
20	Lack of adequate training before and after rotation	1	2	3	4	5

Thank you very much for your time.