

# Job Rotation and Employee Performance of Tertiary Institution in Ondo State, Nigeria

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## ABSTRACT

*The present education system does not equip learners with specific knowledge meant for specific job position in organizations. Therefore, labor force contains few employees with the knowledge, right skills and competencies required by job positions available in the market. This has forced organizations to organize for extensive external and internal training programs which are required by employees as well as to contribute to positive organizational performance, hence this study examine the effect of job rotation on employee performance.*

*A cross-sectional survey research design was used in carrying out this study. The population of this study will be 423 non-teaching staff of Achievers University Owo, Ondo state, this is gotten from the personnel department of the Institution. The sample size of this study was derived using Taro Yamane formula which is 205 Non-teaching staff, to provide answers to research questions and the stated objectives, information gathered on all relevant variables were analyzed using descriptive (frequencies, percentage, mean, and standard deviation) and inferential (regression) statistics with the use of SPSS statistical packages version 20.*

*The analysis indicates there is significant relationship between job rotation and employees performance. Within job rotation was significant with ( $t=3.685$ ,  $p=0.00$ ) and crossfunctional rotation with ( $t$  value  $2.672$ ,  $p=0.00$ ) the overall effect of job rotation and employees performance was significant ( $F=7.697$ ,  $p<0.01$ ).*

*The study recommends that organisation should give a reasonable attention to job rotation, most especially within function rotation which gives direction to the achievement of employees performance*

**Keywords:** Job rotation, cross function job rotation, within job rotation, employee performance, organisatione

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## I. INTRODUCTION

The 21st century has seen a dramatic surge on the need to attract and retain talent by organizations due to the effects of globalization, technological innovation, increased competition and the need to have a competitive advantage, (Esteban-Lloret, Aragón-Sánchez & Carrasco-Hernández, 2018) Top-performing employees are an asset to organizations, and companies that focus on keeping their productive employees engaged will experience long-term benefits (Denka, 2009). Today, all organizations in order to survive and achieve competitive advantage are looking for possible ways to improve performance. Human Resource is the most important resource compared with other resources like machine, material, land to achieve this. In the organizational context, the efficiency of human resource depends on the development of the individual's job according to human capability and characteristics. Mutua (2017) in his study that examined the influence of human resource management practices on employee performance revealed that training can be conducted through different techniques, away from job training and while on job training. When it comes to job training techniques, it involves equipping employees practically in a working environment. Among the best techniques applied during training include job rotation, orientation, mentoring, coaching, and demonstration (Cherotich, Rop & Bett, 2021). Job rotation enables employees to gain additional skills, knowledge and insight about the organization, this in turn helps the organization to fill future vacancies within the organization and reduce turnover (Agarwal, Adjirackor & Agarwal, 2016).

job rotations are lateral transfers of employees between jobs in an organization (Mohammed 2015) Akbari and Maniei (2017) defines job rotation as a planned on-the-job training geared towards developing and preparing employees for future job engagements by transferring an employee from one department to another to escalate his understanding of the job processes and enhance employees' abilities. Job rotation is a movement of employees from one job to another within the same organization and eventually returning to the original position. Job rotation enables employees to gain additional skills, knowledge and insight about the organization, this in turn helps the organization to fill future vacancies within the organization and reduce turnover (Agarwal, Adjirackor & Agarwal, 2016) Job rotation is one of the most important issues in of Human Resource Management (ADJEI, 2012). The present education system does not equip learners with specific knowledge meant for specific job position in organizations. Therefore, labor force contains few employees with the

knowledge, right skills and competencies required by job positions available in the market. This has forced organizations to organize for extensive external and internal training programs which are required by employees as well as to contribute to positive organizational performance, (Njoroge & Kwasira, 2015) . Akbari & Maniei (2017) opine that job rotation improve employee Performance. Job rotation has existed in business for so many years. It may have been called multi-tasking, lateral transfer, job-shadowing or simply doing what was needed to get the job done. Many independent and family owned businesses use job rotation as a means to learn operations and become "well-rounded" employees. Larger businesses faced with the reality of a shrinking labour pool and an aging executive workforce look up to job rotation as a succession planning tool (ADJEL, 2012). , businesses, both small and large, whether private or public, strive towards improving work design systems by developing job rotation strategies to enhance employees' performance (Fernando & Dissanayake, 2019)

Studies by Oluwatuase, Enitilo & Ogunjobi 2019,; Abdul-Razak , Bernard , Kwame & Richard, 2022,; Omer, 2018; Asieh & Reza, 2017 are among the studies in the literature that revealed that job rotation influences performance of organization but Jocom et al., 2017; ; Zin Mohd, & Ibrahim , 2021 revealed that there is still limited literature on job rotation , hence this study will rise up to the call to fill the space in the literature. Studies by Mutua , 2017; Cherotich, Rop & Bett, 2021; Boustani, 2021 was done in the health sector, study by Charity 2015; Oluwatuase, Enitilo & Ogunjobi 2019 was done in the banking sector, study by Agarwal, Adjirackor & Agarwal, 2016 was done in the manufacturing sector, study by Akbari & Maniei, 2017 was done in the insurance sectors, but Study by Salih and Al.Ibed (2017); Ekanem, Umeh & Okeke (2022) Abdul-Razak , Bernard , Kwame & Richard, 2022; was done in the academics sectors, among the study done in academics sector, the study by Ekanem, Umeh & Okeke (2022) was the only study done in Nigeria and this was done in the eastern part of the country, hence this study examine the effect of job rotation on performance of employee in the AAUA , Ondo state.

Also studies by Ekanem, Umeh & Okeke ,2022; Omer, 2018; Zin Mohd, & Ibrahim,2021; Abdul-Razak , Bernard , Kwame & Richard, 2022 revealed that job rotation has positive effect on performance but studies by Hsieh and Chao (2004) Jocom, Lambey, & Pandowo (2017) ;Tsuma and Omondi (2015); Salih and Al.Ibed (2017) have contrary opinion that job rotation does not have significant effect on performance , due to this controversy this study will examine the effect of job rotation on performance of employees.

The following are the research questions

iWhat are effect of Within-function rotation on Employee performance?

iii What are the influence of Cross-functional rotation on performance of employee?

The objectives are to

- i. examine the effect of Within-function rotation on employees performance and ;
- ii. investigate the influence of Cross-functional rotation on the performance of employees

## **II. Introduction**

This chapter comprises of the conceptual review, Empirical review , theoretical Review, Gap in literature and Conceptual Frame work. All this will be review in the study

### **2.1 Conceptual Review**

Mohan and Gomathi (2015) defined job rotation practices as the activities that involve mobilizing employees across functional departments in an organization. Job rotation refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks (Oluwatuase, Enitilo & Ogunjobi 2019) Job rotation can be defined as lateral transfer of workers amongst a number of different positions and responsibilities within jobs where both require diverse skills and tasks (Ekanem, Umeh & Okeke ,2022). Akbari and Maniei (2017) defines job rotation as a planned on the-job training geared towards developing and preparing employees for future job engagements by transferring an employee from one department to another to escalate his understanding of the job processes and enhance employees' abilities. Edward (2005) describes job rotation as "the process of switching a person from job to job" which increases an employee's capability and value to an organisation. According to Bennett (2003), job rotation is a planned replacement of employees among various jobs within a period of time in order to enhance skills and job independence and results in increasing motivation, job performance and productivity.

Gomez, Lorente & Cabrera (2004) define job rotation as the working in varying posts or situations at time periods which are categorized on a range of individual knowledge, skill and capability of employees. Job rotation is a strategy conducted by organizations either private or public to improve employee performance and productivity (Schultz 2010) .In line with the definition given by Akbari and Maniei (2017) who gave a comprehensive definition of job rotation and after given consideration to the commonality of definitions given by the various authors, this definition was adopted for the purpose of this study. Bennett (2003) suggests two forms of job rotation, These were given in the next section.

### **2.1.2 forms of Job Rotation**

Bennett (2003) classified job Rotation in two forms which are Within-function rotation and Cross-functional rotation

#### **2.1.2.1 Within function Rotation**

He explains that within-function rotation means rotation between jobs with the same or similar levels of responsibility and within the same operational or functional area. within rotation occurs when you are rotated between similar jobs with similar levels of responsibility in the same functional or operational areas. In contrast, cross-functional rotation occurs when you rotate through a series of positions, often with increasing levels of job responsibilities (Bennet, 2003). The employees who are working on mentally stressful job or physically demanding job are usually given a task rotation. In such cases the employees are shifted from stressful job to less demanding job to provide a break from routine work.

#### **2.1.2.2 Cross functional Rotation**

Cross-functional Rotation according to Bennett (2003 ) means “movement between jobs in different parts of the organization over a period of time”. However, rather than rotating between a number of jobs that are in the same group and closely related to each other, the individual or new employee would rotate through a number of jobs in different departments. This method provides the individual or new employee with developmental opportunities and such methods. refers to movement between positions in different parts of the organization and typically involves a sequence of enhanced scope and responsibility. Cross-functional rotation is often used to increase the knowledge and skills of the individual an aim at leadership development and career advancement (Bennet 2003). In the case of position rotation the designation, location or department of the employee is changed by the organization. This provides an opportunity to the employee to gain different skills, knowledge and new work perspectives.

### **2.1.3 Performance of Employees**

The performance of an employee is that, how well an employee performs his or her task duties and responsibilities. Employees' performance is also crucial. Because the achievement of goals and objectives of the organization is assessed by performance of its resources, employees' performance should be assessed and maintained periodically [Nafei & Wageeh, 2014], One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management . Performance improvement is not only a result of well-functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).The dimensions of performance on which an employee is evaluated are called the criteria of evaluation (Ivancevich, 1998). Opatha, (2002) suggested that several criteria become needed in order to evaluate job performance of an employee accurately. In the view of Mathis and Jackson (2003), the data or information that managers receive on how well employees are performing their jobs can be of three different types, These are Trait-based information, Behavior-based information, Result based information (Adjei & DORA, 2012)

## **2.2 Theoretical review**

Some theories have been reviewed for the purpose of this study in order to establish a relationship between the dependent and the independent variables. The theories are: Herzberg Two-Factor Theory, Human capital theory and Reinforcement Theory

### **2.2.1 Herzberg Two-Factor Theory**

The Herzberg Two-Factor Theory Psychologist Frederick Herzberg (1966) explored the question, “what do people want from their jobs?” In examining the question, he came up with some elements that contribute to extreme satisfaction and unhappiness. These factors include the job itself, achievement, recognition, advancement, and responsibility. Herzberg et al. (1959) argued that two general independent types of factors affect job satisfaction and job dissatisfaction in the formative stages of the Two-Factor Theory. These are intrinsic factors that they also referred to as “motivators” and the extrinsic factors they refer to as “Hygiene or Dissatisfiers”. According to them, motivators stimulate workers to perform better, resulting in job satisfaction. Thus, when these motivators are present at the workplace, employees' sense of satisfaction from their job is triggered, enhancing their commitment towards the organization. On the other hand, they argued that the dissatisfiers lessen or eliminate job satisfaction. These factors, they believe, may not always inspire employees, and their absence could indicate job dissatisfaction. Some examples include salary, supervision, interpersonal relationships, working conditions, organizational policy and management, the supervisor's management style, and job security. Therefore, this study identified employees' satisfaction and commitment

when transferred from one job to another or one position and how job rotation practice impacts employees' performance. Organizational commitment represents the psychological bond that ties a person to an organization. This psychological relation is expressed in various dimensions: affective, continuance, and normative commitment (Allen & Meyer, 1996). The first dimension is emotional attachments attributable. Employees who are emotionally resilient towards their organizations work much harder and achieve better results than those who exhibit continuance commitment (Fried & Langer, 2020). These are workers who continue to work for an organization – with a deep affective passion – for the purpose that they actually want to. As a result, their organizations are likely to benefit more because of reduced absenteeism and organizational citizenship behaviors (Allen & Meyer, 1996; Lambert et al., 2020; Thakur et al., 2020). Continuance commitment as the second dimension can be attributed to financial gains or the fear of loss. Thus, employees weigh the merits and demerits of leaving their current organization and decide whether to stay or leave. When they perceive that the merits associated with their current organization exceed that of elsewhere, their commitment to the organization in question is strengthened (Mangundjaya & Farahzehan, 2019). The merits come in monetary compensation, social networks, and job-related competencies over time (Lambert et al., 2020; Redditt et al., 2019).

### **2.3 Empirical Review**

Boustani, (2021) investigated the effect of adopting job rotation on nurses at three main hospital located at north Lebanon. The sample size was 140 nurses out of all the nurses that enrolled in job rotation. The data was analysed using regression analysis. The finding of the study shows that adoption of job rotation at the hospital in search enhance nurses competence and performance

Abdul-Razak, Bernard, Kwame & Richard, (2022) sought to propose and test a model that examines the mediating roles of job satisfaction and organizational commitment in the nexus between job rotation practices and employee performance. Design: The study adopted a cross-sectional survey approach and obtained data through questionnaires from 122 administrative staff of the University of Education, Winneba. The Partial Least Squares, Structural Equation Modelling (PLS-SEM) approach was used to test the study's proposed model. Findings: The results supported the proposed model, showing that organizational commitment and job satisfaction are partial mediators in the relationship between job rotation practices and employees' performance.

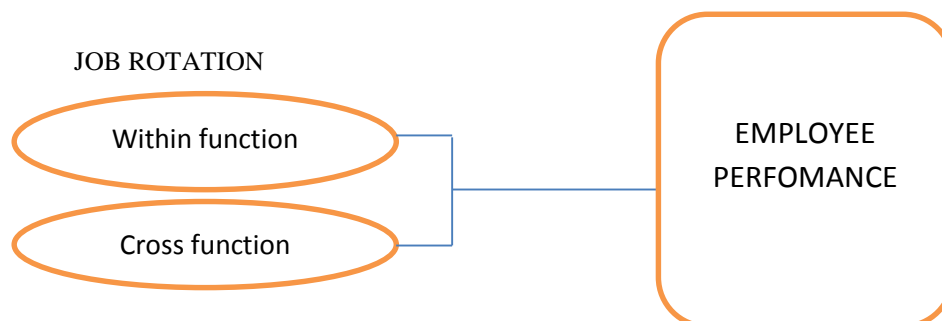
Cherotich, Rop & Bett, (2021) assess the relationship between job rotation and employee performance in Level Four Hospitals operating within the South-Rift Region in Kenya. It was anchored on human capital theory, knowledge-based theory of the firm and social learning theory. Correlational and survey research designs were employed with a target population of 663 medical personnel drawn from 13 Level Four Hospitals. A sample size of 249 was determined while stratified simple random sampling method used to pick the respondents. Data was collected by use of structured questionnaire whose reliability was tested through a pilot study where an average Cronbach alpha coefficient of 0.8102 was obtained. Content, construct and face validity were ensured by carrying out a detailed literature review and consultation with subject experts. Descriptive statistics comprising mean and standard deviation were used to categorize data while the study hypothesis was tested using correlation coefficient. The findings were presented in form of tables. The study established that job rotation had a moderate relationship ( $R = 0.506$ ,  $\beta_1 = 0.406$ ,  $R^2 = 0.256$ ,  $p$

Oluwatuase, Enitilo & Ogunjobi (2019) examined the effect of job rotation on employees' performance in Nigeria with reference to Skye Bank Nigeria Plc. The specific objectives were targeted towards assessing the effect of job rotation on employees' performance. The population for the study was 3,011 employees of Skye bank Nigeria Plc., in Southwest, Nigeria as indicated in the annual report of the bank as at 2015. Multi-stage sampling technique was used. Logit regression analysis was adopted to analyse the objective. The results showed that job rotation has significant effect on performance through employee improvement and versatility ( $\beta = 0.801$ ,  $t = 2.25$ ,  $p < 0.05$ ) and on the job.

Ekanem, Umeh & Okeke (2022) examined job rotation and employees performance in public sector (a study of Chukwuemeka Odumegwu Ojukwu University). The study is anchored on reinforcement theory. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire and interview which were administered randomly among the staff of Chukwuemeka Odumegwu Ojukwu University. The population of the study was 2532, while sample size determined using Borg & Gall formula. The sample size of the study is four hundred and thirty-seven (437). The hypotheses were tested using ANOVA at 0.05% level of significance. The findings of the study revealed that Skill diversity has significant effect on employee performance in public sector. Innovation has significant effect on employee performance in public sector. Self-efficacy has significant effect on employee performance in public sector. Training also has a positive significant effect on employee performance.

## 2.5 Conceptual framework

The relationship between independent and dependent variables was showed in this framework. Job rotation acts as the independent variable and it will be measured using: within function rotation and cross function rotation in line with the work of (Bennet 2003). The performance of employees will be act as the dependent variable. This is diagrammatically show in fig 2.1 Independent variable  
Dependent Variable



**Fig 2.1 : Source: Researchers computation**

## III. Research Methodology

A cross-sectional survey research design was used in carrying out this study. The population of this study will be 423 non-teaching staff of Achievers University Owo, Ondo state, this is gotten from the personnel department of the Institution The sample size of this study was derived using Taro Yamane formula

$$S = \frac{N}{1 + N(x^2)}$$

The variable N represents the population of the study which is 423, Margin of error is donated by 'e' which was put at 0.05. while the S is the unknown sample size.

$$\frac{423}{1 + 423(0.05^2)} = \frac{423}{1 + 1.0575} = \frac{423}{2.0575}$$

205 Non-teaching staff

Primary source was broadly used to carry out the study.

The main instrument of this study was structured questionnaire designed to collect information from the respondents. The questionnaire consists of closed ended questions specifically designed to achieve the stated objectives of the study and to analyze the research hypothesis. Structured questionnaire administered to each respondents were used to obtain qualitative information about the study. The questionnaire consisted part (A, B. and C, ). Part A consist the general background information of the respondents. Part B analyzed the study and examined the effect of Within-function rotation on employees performance using a 5- point Likert scale ranged from '5'= Strongly Agree, 4=Agree; 3= Neutral; 2= Disagree; and '1'= strongly Disagree. .

Part C analyzed the study and investigate the influence of Cross-functional rotation on the performance of employees using a 5- point Likert scale ranged from '5'= Strongly Agree, 4=Agree; 3= Neutral; 2= Disagree; and '1'= strongly Disagree. .

To provide answers to research questions and the stated objectives, information gathered on all relevant variables were analyzed using descriptive (frequencies, percentage, mean, and standard deviation) and inferential (regression) statistics with the use of SPSS statistical packages version 20

## IV. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter gives the results of this study. The discussions and organization of this chapter were in line with the issues observed and how objectives stated for this study were achieved. The analysis of this study is all about data generated from the research study in relation to the responses obtained through the administration of questionnaire. Out of the 205 copies of questionnaire administered, 202(98.5%) were retrieved

from the respondents and this was adjudged to be representative enough. The data presented, analyzed and interpreted were based on the retrieved useable questionnaire.

#### 4.1 DESCRIPTIVE ANALYSIS

The descriptive analysis table captured the demographic analysis of the study

**Table 4.1 : Demographic Characteristics of the Respondents**

DEMOGRAPHIC CHARACTERISTICS					
		FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
GENDER	MALE	107	53.0	53.0	53.0
	FEMALE	95	47.0	47.0	100.0
	TOTAL	202	100.0	100.0	
AGE GROUP	21 – 30	75	31.2	31.2	31.2
	31 – 40	97	36.7	36.7	67.9
	41 – 50	10	21.1	21.1	89.0
	51 and Above	20	11.0	11.0	100.0
	TOTAL	202	100.0	100.0	
MARITAL STATUS	Single	46	22.7	22.7	22.7
	Married	106	52.5	52.5	75.2
	Divorced	40	19.8	19.8	95
	Widow	10	5.0	5.5	100.0
	TOTAL	202	100.0	100.0	
EDUCATIONAL BACKGROUND	Waess	27	13.4	13.4	13.4
	OND	18	8.9	8.9	22.3
	B.Sc./HND	107	53.0	53.0	75.2
	MBA/M.Sc.	50	24.8	24.8	100.0
	TOTAL	202	100.0	100.0	
YEARS OF SERVICE	5-9	36	17.8	17.8	17.8
	10-14	102	50.5	50.5	68.3
	15above	64	31.7	31.7	100.0
	TOTAL	202	100.0	100.0	

Source: field survey, 2023

The analysis in Table 4.1 indicates the socio demographic characteristics of the respondents of this study. This analysis showed that gender participation was representative as both sexes had good representation. Because, about 53.0% (107) of the respondents were male while 47.0% (95) were female indicating that majority of the respondents were male.

In terms of age, majority of the respondents representing 36.7% (97) were within the age bracket 31-40years. For the age bracket 21-30 years, 31.2% (75) respondents took part. Also, 11.0% (51) of the respondents were within the age bracket 51 years above while 21.0% (10) of the sampled respondents were within the age bracket 41-50 years which shows that the respondents of the study are matured enough to give correct information pertaining to the question being asked.

In terms of marital status, (52.5%) 106 respondents were married, 22.7% (46) of the respondents were single. 40 (19.8%) respondents were divorced while 5.0%(10) of the respondents are widowed indicating that the respondents were responsible with low marital problem thereby having full attention to supply the necessary information needed for this study without distraction from the home front.

On the qualifications of the respondents, Table 4.1 shows that majority 107 (53.0%) of the respondents possessed BSc/HND certificate and was closely followed by the holders of Mba/Msc 50(24.8%). Waec holders were 13.4% (27) of the respondents, while 8.9% (18) respondents are holders of Ond, indicating that our respondents were educated enough to know and understand the questionnaire given to them.

In terms of years of service, 50.5% (102) respondents have spent 10-14 years in the organization, This was followed by those in who have spent 15years above 31.7% (64) and 17.8%(36) belong to the categories of people who have spent 5-9yrs. This revealed that that relevant information for this study came from respondents whose have spent years in organizations and therefore their information was relevant and reliable.

#### TEST OF HYPOTHESES

##### 4.2 HYPOTHESIS OF THE STUDY

This section showed the inferential analysis of the study, job rotation and performance of employees.

##### **Table 4.2 The relationship between job rotation and employees performance**

We have below the regression analysis of job rotation using within function (WF1) and cross function (CF1) on employee performance (EP 1)

Model	Unstandardized coefficients		Standardized coefficients Beta	T	Sign	Collinearity statistics	
	B	Std Error				Tolerance	VIF
Constant	16.295	2.272		7.173	.000		
WF	.424	.273	.292	3.685	.000	.850	1.177
CF	.304	.198	.156	2.672	.008	.850	1.177
Model Statistics							
R	.268						
R <sup>2</sup>	.072						
Adjusted R <sup>2</sup>	.062						
S. E of estimate	3.61763						
F- stat	7.697						
Sig (F stat)	0.01						
DW stat	2.682						

Source: Field Survey, 2023.

a. Dependent variable EP1

Predictors: (Constant), WF1, CF1.

WF1= within function

CF1= cross function

inferential analysis (regression analysis) was also used to test hypotheses ; : There is no significant relationship between job rotation and employees performance. The analysis indicates there is significant relationship between within function of job rotation and employees performance, while cross function had positive relationship with employees' performance and statistically not significant as shown in Table 4.2. The results revealed that the predictor variables (within function) were statistically significant to employee commitment. Within function explained 42.4% of the variance in the employee performance while cross function explained 30.4% of the variance in the employee performance. However, the overall effect of job rotation and employees performance was significant ( $F= 7.697, p<0.01$ ).

In addition, multiple regressions simply measures the naturally occurring scores on a number of predictor variables and try to establish which set of the observed variables gives rise to the best prediction of the dependent variables. The R value was .268 which represents the fitness of the model. Adjusting to a degree of freedom, our model could still account for 72.0% of the variation in the performance while 28.0% in the performance variation were accounted for by other variable not included in this study. The regression assumptions were also checked by autocorrelation and multi-collinearity tests. The results of the Durbin Watson (DW) was satisfactory at 2.682 implying that in this model the residuals are not auto-correlated as the value is greater than 2. The multi-collinearity of the variables in the model was verified by the Tolerance (Tol.) and the values were satisfactory. The Tolerance values were high ranging from 0.850 to 0.850 which are far above 0.1 the worrying level and the Variance Inflation Factor (VIF) values ranging from 1.177 and 1.177 were also lower than the worrying level of 10 and above indicating that there were no multi-collinearity problems among the independent variables in the data.

## 5.1 Summary

The results of the analysis indicated that job rotation such as (within function rotation and cross functional rotation) to a large extent has an effect on performance of employee, except for cross function rotation that revealed a positive and insignificants effect on employee performance. The results revealed that job rotation to lead to increase in performance of employee. Using regression analysis, the results revealed that there was significant relationship between non-monetary incentive and performance of employees ( $F= 7.697, p<0.01$ )... Thus, job rotation and employee had significant influence on employee performance.

The findings in the study showed that predicting variables have significant effect on the outcome variable using regression analysis. Within rotation had positive and significant effect on employee of achievers university Owo, Ondo state, but the respondents agreed that cross functional rotation does not affect their performance

The following recommendations were suggested on the basis of the findings of the study and the conclusion agreed upon, which invariably could help in the development of job rotation among Nigerian institution. Organisation should give a reasonable attention to job rotation, most especially within function rotation which gives direction to the achievement of employees performance. Managers of organization should know the type of job rotation that influence the performance of employees in an organization



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