

PERCEPTIONS OF THE IMPACT OF JOB ROTATION ON EMPLOYEES, PRODUCTIVITY, THE ORGANIZATION AND ON JOB SECURITY

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Abstract

This study assesses employee perceptions of the impact of job rotation on employees, production, the organization and on job security. Biographical influences (gender, age, marital status, division, organizational level, tenure) regarding these impacts were also assessed. The study was undertaken in an operations environment of a textile company in KwaZulu-Natal, South Africa. The population includes 77 full time shift employees in the organization and due to the small population size consensus sampling was used. Data was collected using a self-developed, pre-coded, self-administered questionnaire whose reliability was assessed using Cronbach's Coefficient Alpha. Data was analyzed using descriptive and inferential statistics. The findings reflect that employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively. Recommendations have been presented that have the potential to enhance and sustain the positive impact of job rotation in the workplace.

Keywords: Job Rotation, Problem-Solving, Productivity, Job Security, Job Design

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Introduction

Organizations worldwide are learning to thrive on change and to balance their actions within the framework of agility. They understand the importance of learning and innovation and have learnt that science and technology alone are not enough to generate the manufacturing competitive advantage. In addition, a competent workforce and a strategically designed work environment are needed. Therefore, a country needs to have world-class technology infrastructure, a world-class labour force and a world-class business environment. Fundamental to achieving these aspects is taking cognizance of the actual work environment and, more specifically, the job design.

Job design in the workplace

Job design is fundamentally affected by the technology of the organization, the rapidly changing infrastructure and the business environment in which the organization exists (Armstrong, 1996). Armstrong (1996) maintains that job design also considers the following factors:

- The purpose of intrinsic motivation

Intrinsic motivation is essentially task motivation, that is, the employee finds the work itself satisfying, takes pleasure in doing it and has a feeling of accomplishment when the task is successfully completed (Beach, 1985).

- The characteristics of task structure

Job design requires the assembly of a number of tasks into a job. A completely integrated job includes planning, executing and controlling. The responsibility in a job is measured by the amount of authority someone has to do the job.

- The motivating characteristics of jobs

The aim of job design should be to extend the responsibility of workers into functions, which may include group activities, planning and control and thus, making decisions that affect their job.

Job design aims to enhance organizational productivity, operational efficiency and product/service quality as well as fulfill the employee's needs including his/her need for challenge, interest and accomplishment. Undoubtedly, these aims are interrelated and the overall objective of job design is to integrate the

needs of the individual with those of the organization (Armstrong, 1996).

According to Carrell, Elbert, Hatfield, Grobler, Marx and van der Schyf (1998), the two approaches to job design are specialization-intensive jobs and motivation-intensive jobs. Evidence from research shows that an increased cost of employee absenteeism and turnover as well as the decreased productivity and quality may outweigh the advantages of highly specialized jobs in favour of motivation-intensive jobs, whereby job rotation as a job design strategy may be adopted (Carrell et al., 1998; Coşgel & Miceli, 1999).

Job rotation and its impact

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. Similarly, 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. Jaturanonda, Nanthavanij and Chongphaisal (2006) found that organizations from the private and public sectors considered the combined 'knowledge, skills and abilities' as the predominant decision criterion on who to rotate, irrespective of the purpose of job rotation. Job rotation or cross training (Ho, Chang, Shih & Liang, 2009) aims to broaden knowledge, skills and experience by moving people from job to job or department to department (Delpasand, Raiisi, Begdely & Shahabi, 2010; Lindbeck & Snower, 2000; Olorunsola, 2000). It can be an inefficient and frustrating method of acquiring additional knowledge and skills unless it is carefully planned and controlled. Job rotation is a systematic change of employees by transferring them between various areas of responsibility in attempts to enhance employee experience in the job (Dessler & Varkkey, 2009; Malinski, 2002; Zin, Mohd Shamsudin & Subramaniam, 2013). In this regard, Dubois (2000), Williams, Cantillon and Cochrane (2000) and Ebadan and Winstanley (1997) concluded that if employees value job security, increased lateral moves will be imperative to allow organizational renewal and growth in the future.

When job rotation is carefully planned and formally developed it has numerous perceived benefits and is particularly useful in the manufacturing industry (Cheraskin & Campion, 1996):

The boredom factor

A bored employee can have a substantially negative impact on the level of motivation of other employees.

A demotivated workforce will ultimately result in high absenteeism and employee turnover rates usually accompanied by poor customer service (Melamed, Ben-Avi, Luz & Green, 1995). Job rotation has been found to relieve boredom and monotony (USA Today Magazine, 1995). According to Azizi, Zolfaghari & Liang (2009), the most important employee benefit of differentiation at work is the prevention of monotony. A range of issues including repetitious work causes boredom and where boredom exists, unproductive behaviours and attitudes such as apathy, disinterest in job, unhappiness, frustration and escapism and avoidance dominate (Melamed et al., 1995).

Safety on the job

Ellis (1999) argues that although the implementation of job rotation poses challenges, successful employee rotation can solve persistent injury problems. Triggs and King (2000) suggest that job rotation may be considered as an administrative control for workplace repetition strain injuries (RSI). Job rotation programs are designed to have employees change workstations at set intervals in an attempt to reduce their exposure to risk factors associated with RSIs. Triggs and King (2000) found that those companies using this control will not only benefit from a reduction in RSIs but also from an increase in productivity, a decrease in absenteeism, a decrease in turnover rates and a reduction in employee work stress. Similarly, Sanali, Bahron and Dousin (2013) found a significant, negative relationship between job rotation practices and stress. In addition, job rotation relieves exhaustion resulting from repetition of a task by changing jobs/tasks and reduces exposure to strenuous jobs (Seçkiner & Kurt, 2007). This is confirmed by research undertaken by Kuijer (1999) at a refuse collecting department which showed that job rotation is a critical factor in reducing physical workload on employees in strenuously physical jobs; employees at the plant welcomed job rotation not only as a safe work practice but also found it to be a way to break up the day. In addition, moving away from intrinsically or psychologically negative jobs provide relief and decrease stress (Aryanezhad, Kheirkhah, Deljoo & Al-e-hashem, 2009; Un, 2007) and fatigue (Lindbeck & Snower, 2000).

Promotion

Employees setting their sights on positions are finding that the ladder of success actually is a circular one in that the more they rotate within an organization, the higher they will climb (Fægri, Dybå & Dingsøyr, 2010; USA Today Magazine, 1995). Potential managers see rotation as a way of acquiring skills needed for promotion as it creates breadth in an individual, enables him/her to acquire best practices from a number of different tasks, is a good way to build one's career (Baro, 2012; Cheraskin &

Campion, 1996; Flanagan & Finger, 1998; Goff, 1999) and leads to intellectual development and innovation (Delpasand et al., 2010). To (2011) maintains that job rotation enables employees to obtain a broader range of knowledge and a wider range of skills. Goff (1999) believes that rotated employees stay challenged, feel fulfilled and develop a sense of loyalty to their organization.

Human resource retention and layoffs

In today's brain based economy, the ability to retain talented people and create and fortify a stock of expertise is one of the most crucial determinants of corporate reputation success. Therefore, managers need to encourage and value employees who think constantly and creatively about the organization's needs (Thompson, 2000). Hence, retention decisions should be based on individual performance due to the relatively higher costs of replacing high as opposed to low performers (Kinnear & Sutherland, 2000). Employees that practiced job rotation are better able to find alternative work when terminated, as they have gained many skills in their jobs that they have rotated within the organization (Hutchinson, 1999).

Flexibility

All organizations require committed, motivated and productive employees in order to remain competitive in the market. Job rotation enhances business to develop flexible work practices to provide an opportunity for sensible and practical working arrangements and open up a range of career choices for all employees (Hutchinson, 1999). This may enable employees to co-ordinate their work and family responsibilities, further their education, or to change their lifestyles at certain points in their lives. Manufacturing flexibility, such as, varying the product mix as demand changes and machine flexibility, that is, changing from one operation to another without prohibitive costs, can be used to relieve problems caused by an uncertain and dynamic environment (Swamidass & Newell, 1987). With flexible manufacturing and more enlightened management-labour attitudes, many large companies, including IBM, Hewlett-Packard, John Deere, and 3M have been able to reduce their total cost by 30-40% within a few years (Mondy & Premeaux, 1993).

Skill-based flexibility (Multiskilling)

Multiskilling is about developing the capabilities of people to undertake a wider range of tasks and to exercise greater responsibility. It is therefore, consistent with the human resource management philosophy which emphasizes the importance of investing in people and therefore, of human resource development. Bennett (2003) emphasized that job rotation can lead directly to the accelerated

development of new staff members as it enhances employees' knowledge of the organization and its functions. Multiskilling, however, makes considerable demands on the organization to provide the training required and to motivate people to learn. Functional flexibility is only possible when employees have the range of skills required to perform different tasks, for example, machine operators having the necessary skills not only to operate their machinery but also to carry out basic maintenance and deal with minor faults and breakdowns. If the employees rotate to jobs requiring slightly new and different skills, they then become more valuable to the organization. Flexibility in staffing is gained. In itself, job rotation simply adds variety and added interest to the job.

Workplace training and reform

Knoke and Kalleberg (1994) suggest that workplace reform, in particular, changes in work practices is necessary for industry and businesses to survive and prosper in the future. As a result, it is becoming increasingly crucial for businesses to invest in training and workplace learning as a means of supporting strategic changes in the workplace. Training is used to support the implementation of workplace reform, such as, the introduction of team work, new technology and quality assurance. To be effective, it is therefore, imperative that training needs to be part of the overall human resource strategy and linked with the company's overall strategy. Businesses now realize that when training is integrated into corporate strategy, the measure of training effectiveness is returns on training investment in terms of being able to do more with less. Cheraskin and Champion (1996) confirms that job rotation can and should be used as a proactive means of enhancing the value of work experience for the goals of training and development and Fægri et al. (2010) found that job rotation enhances team efficiency.

Problem solving

By rotating jobs and sharing responsibilities, multiskilled employees being closest to the place of activity can define and frame quality problems and implement appropriate solutions at the point of occurrence and, thus, boost productivity (Babson, 1993; Mitroff, 1998; Womack, Jones & Roos, 1990). This provides the organization with a true competitive edge because employees that rotate jobs in the organization see the problem not from a single viewpoint but from all the aspects of the job as they have been exposed to the other jobs in the organization. Several researchers have reiterated the positive impact of job rotation on problem-solving (Fægri et al., 2010; Taylor & Greve, 2006) except for

Allwood and Lee (2004) who found that job rotation did not enhance problem-solving nor productivity.

Developing social and individual human capital

Job rotation can contribute to the enhancement of social and individual human capital. Rotating through jobs and departments enables employees to develop new relationships with other employees across the organization which also exposes them to gaining on-the-job experience (Bennett, 2003), a lot of which they learn from other more experienced employees. As a result of job rotation and consequently developing and improving skills, employees are able to engage in better human relationships with each other and cope better with conflicting situations (Saravani & Abbasi, 2013).

Timeous response

Since employees are at the place of operation they are optimally situated to most effectively use time as a source of competitive advantage. Therefore, job rotation enhances the ability for a firm to use time as a strategic weapon, as time is the equivalent of money, productivity, quality and even innovation. Managing time has enabled top companies to reduce their costs, offer wide product lines, address more market segments, constantly improve their technological sophistication of their products and compete based on time and quick responses.

From the aforementioned it is evident that job rotation, properly implemented, has the potential to benefit employees, their job security, productivity and the organization.

Job rotation and learning in an organization

On solving problems of survival, organizations create a culture which becomes the repository for lessons learned and core competencies which represent collective learning (Pralhad & Hamel, 1990). The simultaneous and continuous adaptive capabilities of groups and organizations shape the manner in which new experiences are perceived and how new learning is affected (Brown & Duguid, 1991). Mahoney (1995) sees resources and capabilities as a driver for strategy. The process of creating, disseminating, and then utilizing knowledge about performance to improve or increase the efficiency are shared amongst employees, which is enhanced when an organization creates structures and processes that are designed to serve this feedback system (DiBella & Nevis, 1996). The access to internal resources proves valuable in achieving high levels of performance in other areas of the organization thereby enhancing employee know-how (Hall, 1993) and contributing to business success. Much of the learning is now emerging through the involvement of staff in action learning, where actual problems form the basis of education

design as Motorola discovered. Prahalad and Hamel (1990) suggest that by leveraging learning and innovation different competencies can be brought together and applied to new products and markets. In the new framework of management, the focus is co-operation and integration (DiBella & Nevis, 1996). Learning is, thus, a change process where the development and participation of joint ventures is made faster and more robust through the sharing of diverse resources, which can easily be achieved through job rotation.

Aims of the Study

This study assesses employee perceptions of the impact of job rotation on employees, production, the organization and on job security. Biographical influences (gender, age, marital status, division, organizational level, tenure) regarding these impacts were also assessed.

Research Design

Respondents

The study was undertaken in an operations environment of a textile company in KwaZulu-Natal, South Africa. The population includes 77 full time shift employees in the organization and due to the small population size consensus sampling was used. According to Sekaran's (2003) population-to-sample size table, for a population of 77 the corresponding minimum sample of 65 is needed, thereby confirming the adequacy of the sample of 77 employees used in this study.

The sample may be differentiated based on gender, division, age, marital status, organizational level and tenure. Due to the nature of the work which entails wet processing of textile fabrics which requires strong physical abilities to work with and move large heavy objects and batch sizes, the typical composition of the sample is predominantly males (96.1%) with only 3.9% being female employees. This is expected to change with greater automation of processes. Two divisions where job rotation was applied, namely, the ladies' dress material division and the suitings division, are included in the study. In terms of division, 61% of the participants are in the ladies' dress material division and 39% are in the suitings division. Furthermore, 81.8% of the employees are single while 18.2% are married. Operational staff comprised of 80.5% of the sample and the remaining 19.5% were supervisors with a span of control being approximately one supervisor to four operatives. The span of control is very important when employees are rotating their jobs as close supervision is needed during the training period or at the inception of the job rotation which changes when job rotation reaches a mature stage. The majority of the sample is from 26-29 years (70.1%), followed by

30-39 years (14.3%) and then 40-49 years (11.7%) and none of the employees are >50 years whilst 3.9% are < 20 years old. Hence, 96.% of the employees are young, that is, between 20 to 49 years of age. In terms of tenure, the majority of the employees have worked in the organization for 6-12 months (54.5%) followed by < 6 months (27.3%), then 1-2 years (16.9%), and only 1.3% worked for 2-3 years.

Measuring Instrument

Data was collected using a self-developed, pre-coded, self-administered questionnaire consisting of two sections. Section A relates to biographical data (gender, division, marital status, organizational level, age, tenure) and was assessed using the nominal scale with precoded option categories. Section B assessed employee perceptions of the impact of job rotation on employees (4 items), production (4 items), the organization (6 items) and on job security (6 items). Biographical influences on employee perceptions of the impact of job rotation. Section B was measured using the Likert Scale ranging from strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4) to strongly agree (5). Also, 3 items were negatively worded and the scales were noted and reversed when engaging in data capturing so that these were in line with those of the other questions. The questionnaire was formulated on the basis of identifying recurring themes that surfaced while conducting the literature review. These ensured face and content validity. Furthermore, in-house pretesting was adopted to assess the suitability of the instruments. Pilot testing was also carried out on 15 employees using the same protocols that were utilized for the larger study to test the process, the

appropriateness of questions and employees' understanding thereof. No inadequacies were reported and the final questionnaire was considered appropriate in terms of relevance and construction.

Research procedure

The research was only conducted after ethical clearance was obtained for the study and upon completion of the pilot study.

Reliability of the questionnaire

The reliability of the questionnaire was assessed using Cronbach's Coefficient Alpha. The items were reflected as having a good level of internal consistency and reliability, with the Cronbach's Coefficient Alpha for the items measuring employees' level of satisfaction with the nature of work and job dimensions and their perceived challenges of job rotation as being 0.7143.

Statistical analysis of the data

Descriptive statistics (mean, standard deviation, minimum, maximum) and inferential statistics (t-test, ANOVA) were used to evaluate the objectives and hypotheses of the study.

Results

Employee perceptions of the impact of job rotation on themselves, production, the organization and on their job security was assessed using a 1-5 point Likert scale (Table 1). The higher the mean score value, the greater is the perceived level of positive impact.

Table 1. Descriptive statistics – Employee perceptions of the impact of job rotation

Variable	Mean	Std. Deviation	Minimum	Maximum
Impact of job rotation on employees.	4.39	0.67	3	5
Impact of job rotation on production.	4.21	0.64	3	5
Impact of job rotation on the organization.	4.03	0.65	2	5
Impact of job rotation on job security.	4.07	0.66	2	5

Table 1 indicates that the employees perceive that job rotation has the greatest impact on themselves (Mean = 4.39), followed by its impact on productivity (Mean = 4.21), on job security (Mean = 4.07) and finally, on the organization (Mean = 4.03). The mean score values against a maximum attainable score of 5 indicate that employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively. In order to assess these

impacts in greater detail, frequency analyses were conducted.

In terms of the impact of job rotation on employees, 93.5% of the participants felt that as a result of job rotation employees become more marketable and their need for challenge is addressed. Furthermore, 89.6% of the employees felt that job rotations fulfills their need to gain a variety of skills as a result of working in different jobs and 75.4% confirmed that job rotation increases their self confidence.

With regards to the impact of job rotation on productivity, 96% of the employees indicated that as a result of job rotation, productivity increases with the new skills learnt and 89.6% felt that they have become better at problem solving. In addition, 66.3% of the employees felt that job rotation results in the increase in human resource utilization whilst 62.4% concluded that job rotation ensures an even workload distribution.

In terms of the impact of job rotation on job security, 92.2% of the employees felt that as a result of job rotation, job variety increases employees' value to the organization and 85.7% believed that it resulted in positive work attitudes which enhanced career development. Furthermore, 74.1% of the employees indicated that job variety, as a result of job rotation, increases their chances of promotion. In addition, 68.9% of the employees believed that job rotation offers greater rewards whilst 62.4% indicated that the new skills obtained as a result of job rotation improves job safety.

With regards to the impact of job rotation on the organization, 84.5% of the employees reflected that

job rotation increases employees understanding, 83.8% felt that it increases co-ordination, 80.6% believed that it increases co-operation and 80.5% viewed job rotation as a good training strategy. Furthermore, 67.6% of the employees felt that, as a result of job rotation, they were better able to cope with the changing business.

Evidently, employees have a positive perception of the impact of job rotation in, and on, the organization.

Inferential statistics were also undertaken to assess whether employee perceptions of the impact of job rotation on themselves, production, the organization and on job security vary across biographical profiles (gender, division, marital status, organizational level, age, tenure).

Hypothesis 1: There is a significant difference in the perceptions of employees varying in biographical profiles (gender, division, marital status, organizational level, age, tenure) regarding the impact of job rotation on employees, production, the organization and on job security respectively (Table 2 and Table 3).

Table 2. t-Test: Impact of job rotation and biographical profiles

Variable	Gender		Division		Marital Status		Organizational level	
	t	p	t	p	T	p	t	p
Impact of job rotation on employees.	12.897	0.001*	2.083	0.153	0.512	0.476	2.622	0.110
Impact of job rotation on production.	0.156	0.694	5.574	0.021**	0.008	0.927	0.87	0.769
Impact of job rotation on the organization.	0.28	0.869	0.002	0.967	0.002	0.964	0.002	0.961
Impact of job rotation on job security.	3.260	0.75	0.371	0.544	0.914	0.342	0.504	0.480

* p < 0.01

** p < 0.05

Table 2 indicates that there is a significant difference in the perceptions of male and female employees regarding the impact of job rotation on employees at the 1% level of significance. This result must, however, be considered with caution due to the gender skewness in the organization. Furthermore, Table 2 reflects that there is a significant difference in

the perceptions of employees from the ladies' dress material and suitings divisions regarding the impact of job rotation on productivity at the 5% level of significance. No other biographical influences were observed. Hence, hypothesis 1 may be partially accepted in terms of gender and division.

Table 3. ANOVA: Impact of job rotation and biographical profiles

Variable	Age		Tenure	
	F	p	F	p
Impact of job rotation on employees.	2.524	0.063	0.392	0.759
Impact of job rotation on production.	1.500	0.222	1.107	0.352
Impact of job rotation on the organization.	2.181	0.098	2.435	0.72
Impact of job rotation on job security.	1.487	0.225	1.310	0.278

* p < 0.01

** p < 0.05

Table 3 indicates that there is no significant difference in the perceptions of employees varying in age and tenure regarding the impact of job rotation on employees, productivity, the organization and on job security. Hence, hypothesis 1 may be rejected in terms of age and tenure.

Discussion of Results

Employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively.

In terms of the impact of job rotation on employees, a significant percentage of employees were convinced that as a result of job rotation employees become more marketable and their need for challenge is addressed. Furthermore, employees felt that job rotations fulfills their need to gain skills variety as a result of working in different jobs and increases their self confidence. Nafei (2014) emphasizes the importance of job rotation in developing employee horizons and empowerment and bringing about increased performance and organizational effectiveness as a result of job satisfaction and skill diversity.

With regards to the impact of job rotation on productivity, a significant segment of the employees were convinced that as a result of job rotation, productivity increases with the new skills learnt and that they have become better at problem solving. Jorgensen, Davis, Kotowski, Aedla and Dunning (2005) found that the production linked aspect of increased employee skill was viewed as the largest benefit from job rotation. Similarly, Taylor and Greve (2006) found that job rotation brings about enhanced diversity in employees' knowledge and can improve their problem-solving and creativity in performance and Fægri et al. (2010) found that job rotation improves problem-solving skills and shared understanding of the job. Likewise, numerous researchers view job rotation as an effective operational practice to enhance performance and productivity (Jorgensen et al., 2005; Origo and Pagani, 2008; Zare, 2005). Similarly, Rashki, Hasanqasemi and Mazidi (2014) found that there are significant relationships between importance of job rotation and staff performance. However, Allwood and Lee (2004) found that job rotation does not improve overall problem-solving skill and does not improve productivity and recommends specialization as being more effective for problem-solving rather than broad exposure. Likewise, Hsieh and Chao (2004) concluded that for high-tech industry employees, the professionalism and specialization of jobs will create greater benefits than job rotation. In addition in this study, employees felt that job rotation results in the increase in human resource utilization and ensures an even workload distribution. Relating to resource utilization, Fægri et al. (2010) concluded that job rotation can contribute to improving

knowledge redundancy. Various job assignments can result in employees finding their work more enjoyable and provide more skills to avoid redundancy (UNM Division of Human Resources, 2010).

In terms of the impact of job rotation on job security, a significant percentage of employees were convinced that as a result of job rotation, job variety increases employees' value to the organization and resulted in positive work attitudes which enhanced career development. Furthermore, employees indicated that job variety, as a result of job rotation, increases their chance of promotion. Likewise, Fægri et al. (2010) found that job rotation enables employees to achieve promotion opportunities after the successful completion of job rotation programs. In addition in this study, employees believed that job rotation offers greater rewards and that the new skills obtained as a result of job rotation improves job safety. With regards to safety, Seçkiner and Kurt (2007) believe that job rotation reduces exposure to strenuous jobs and suggest that schedules for certain human-machine operations be developed that include systematic variations in task exposure hours of the involved workers so as to reduce strain. Un (2007) maintains that job rotation increases psychological safety and hence, creates a better environment for exploration and new knowledge. In addition, Jorgensen et al. (2005) found that job rotation was used mainly to reduce exposure to risk factors causing work-related injuries and to reduce the occurrence of work related injuries.

With regards to the impact of job rotation on the organization, a significant percentage of employees reflected that job rotation increases employees' understanding, co-ordination, co-operation and viewed job rotation as a good training strategy. Furthermore, employees felt that, as a result of job rotation, they were better able to cope with the changing business. Lundvall and Nielsen (2007) found that job rotation contributes to higher innovative performance. Eriksson and Ortega (2006) concluded that the occurrence of job rotation practices was positively related to organizational growth rates.

In terms of biographical influences, the results indicate that only gender (male, female) influences perceptions of the impact of job rotation on employees whilst division (ladies' dress material, suitings) influences perceptions of its impact on productivity. The other biographical variables (marital status, organizational level, age, tenure) reflect no significant influences.

Recommendations and Conclusion

Employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively.

With regards to the perceived impact of job rotation on employees, employees view the personal benefits of job rotation in terms of fulfilling their need for challenge, enhancing self confidence and making them more marketable. The implication is that whilst organizations use job rotation to reduce monotony and enhance challenge, they must also ensure that the job and rewards continue to attract and stimulate employees to remain in the organization; otherwise, their increased training and marketability could result in increased turnover.

In terms of the perceived impact of job rotation on productivity, it is important to ensure that rotation takes place in a planned and systematic way to ensure the acquisition of new skills, effective training, and the ability to learn from various generations and gain a holistic insight of the organization that will enhance greater problem-solving capabilities. It is also important to ensure even workload distribution as this enhances perceptions of fairness and equity and nurtures harmony which is fundamental to the success of job rotation.

With regards to the perceived impact of job rotation on job security, it is important to adopt practices that reflect potential promotional opportunities as a result of the completion of a job rotation program; otherwise, employees may complete the program and leave the organization. The value of employees to the organization must also be recognized.

The results also reflect that employees believe that job rotation increases employees' understanding, co-ordination and co-operation and their ability to cope with the changing business. Flexibility of the organization can be improved if there is increased co-operation, co-ordination and effective communication between all the levels of employees in the organization. It was also assist an organization from moving from being proactive to being interactive. It is, therefore, imperative to nurture these benefits in favour of organizational development and effectiveness by also making rotating employees more flexible and adaptable and use these strengths to gain a competitive advantage.

Recommendations for Future Research

This study assesses the impact of job rotation on employees, productivity, job security and on the organization. With the pace of change and increasing challenges, creative thinking and creativity may be prioritized ahead of traditional skills and knowledge. It may therefore, be beneficial to assess the impact of job rotation on creative problem-solving and assess how technology may be used to facilitate knowledge management and adaptability across the generations in the implementation of the practice of job rotation.

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