

The Effect of Job Rotation on employee performance

(Case Study of Dana Insurance)

Asieh Akbari¹, Reza Maniee^{2*}

¹*Department of Management, Buinzahra Branch, Islamic Azad University, Buinzahra, Iran*

²*Faculty Member of the Institute for Research and Planning in Higher Education*

*Corresponding Author Email: r_maniee@irphe.ir

Abstract: The aim of this study is investigating the relationship between job rotation and performance of Dana insurance employees. To that end, all employees of Tehran Dana Insurance have been studied as the statistical population. This research is a descriptive survey and in term of aim is functional. According to this, according to this, accordingly, To measure the basic concepts of research, Job Rotation questionnaire contains 8 questions and evaluate the performance of staff consists of 11 questions was used respectively. Reliability of the questionnaire by Cronbach's for two variables were calculated 0.887 and 0.803 respectively. Test validity was confirmed by two methods of Content validity and ostensible validity. At the end of the study significant relationship between job rotation and employee performance were observed.

Keywords: Job Rotation, Employee Performance, Dana Insurance, Staff.

Introduction

In today's world, organizations are in a state of permanent competition. Intensity of competition is increasing every year, And continuously all organizations for their survival and growth need to improve organizational performance. Managers forced constantly remain alert against new ways to maximize the performance of strategic resource. Based on studies of Huselid (1995) and Becker and Gerhart (1997), a comprehensive system of human resource management, increases organizational performance, And Meanwhile growing ability of the organization maximize them, As Lado and Wilson (1994) says, In continuous competitive advantage has a fundamental role. People work in the organization and are considered as the source and fundamental to other source. Thus, through an efficient and effective human resources management system, organization staff as the biggest and most important Capital and assets of organization is a phenomenon that has enormous growth in the last two decades. Today, all organizations in order to survive and achieve competitive advantage are looking for possible ways to improve performance; thus, numerous studies and research have been done to identify the factors affecting organizational performance improving (Uysal & Koca, 2009). In this regard, given that today Human resource is considered to be the main asset of the organization, Human resource management tasks is taken into consideration as one of the most important elements affecting organizational performance (Doaee et al., 2011). Human resource management tasks and activities in addition to being directly affect organizational performance (Uysal & Koca, 2009). Through its impact on organizational capital can also indirectly affect (Choudhury, 2011; Yang & Lin, 2009).

Job performance is result of job or practice that can be achieved with pre-determined goals (Robbins, 1998). Research shows that in addition to motivation, Performance also depends on the ability of the individual and facilitating factors for environment (Moorhead & Griffin, 1995). Accordingly, it is not possible to achieve

performance despite the motivation and ability, unless the factor that as the environmental factors are in the way of the goal be removed (Robbins, 1995). Scholars are considered several targets for job rotation. If these goals are to be looked at more carefully close relationship between Job Rotation and performance is clearly understood. According to scholars the fields of job rotation are divided into six categories that all of which are to improve organizational performance. These areas include job rotation in order to meet organizational policies and procedures; Job rotation in order to improve special skills; Job rotation in order to improve human relations; Job rotation in order to solve the problem; Job rotation in order to improve management practices and monitoring; job rotation in order to internships(Mirkamali, 2006).

The theoretical framework and research background

Of job rotation on organization goals which ultimately leads to improved employee performance can be noted to In accordance with the changes, scientific progress, Technological and economic in the world, Coordination with the new needs of the community and clients and the talents and potential of human resources. Of job rotation, is one of the most important types of education, because in modern organizations it is believed that the most important success factor is the quality of staff and this can be achieved through job training. For instance, Japanese institutions training while working with panning technique training managers jobs is considered as the main axis and Training outside the workplace will not be given much importance. This training is done through of job rotation. In this way the movement of people in different jobs on a schedule based on the work under way is done, During which employees in each job, learned main skills and become an expert of that job, Transfer done and continues until person be familiar with other jobs at the same level horizontal and vertical displacement takes place. After this transition takes people from one sector to another. Obviously, the workflow at this stage is different for each type of career path and varying lengths of time is allocated to itself. There are various organizations in the world that has been reported on the successful experiences of job rotation. These organizations are mainly research (such as Shyvda in Japan), universities (such as Indiana and Wollongong America), laboratory (such as Cao in Japan) or production (such as Honda Japan and Xy2 in America). The employee performance is Set of job-related behaviors that people show (Griffin, 1998). Job performance is affected by several factors. One of these factors is incentives or in other words, high motivation. On the other hand, job performance has different consequences that one of the outcomes is job satisfaction and job satisfaction increase job performance.

Therefore, efficient performance is a function of the interaction clearly the role, qualifications, workplace, work values, and reward individual desires and tastes. Improve performance and increase productivity, in order to achieve maximum efficiency of human and material resources employed, are the self-evident and important tasks of managers. Motivations under the influence of prospective perception; while satisfying with feelings towards the rewards you receive will connect. In other words, satisfaction is a result of past events, and motivation is expectations of the future (Hooman, 2002). However, experience has proved that People with high motivation, better prepared to achieve job satisfaction and these factors, in turn, makes a positive impact on their job performance. In continue the concepts of employee performance and motivation will be described. in investigating pervious study in the country Fouladi (1998) in his study entitled by Reviews opinion of Agriculture Bank staff in Kerman about Jobs flow impact on improving the performance of employees came to the conclusion that according to the staff of the Agriculture Banks, job rotation enhance job skills, motivation, job satisfaction, reduce fatigue and improve their performance. In this regard, Nasiry Pour et al (2009) in Study on the Effect of Job Rotation on Nurses Performance in Tehran Social Security Hospitals, Find a positive and significant relationship between job rotation and Performance of nurses. Also in out of the country, Hsieh and Chao (2004) In a study with tilted job rotation based on test Plc in high-tech industries in Taiwan, have mentioned Specializing jobs and reducing job turnover increases efficiency. Jarvi and Unsitalo (2004) in reviewing job turnover among nurses in a hospital in Finland Found a significant positive relationship between job rotation and Performance of nurses. Following this the study, Jordan and Brauner (2008) in a study they paid to examine the impact of job turnover among nurses Institute of logical machines in Austria that they found job rotation has positive and significant impact on nurse's knowledge. The theoretical framework shown in Figure 1.

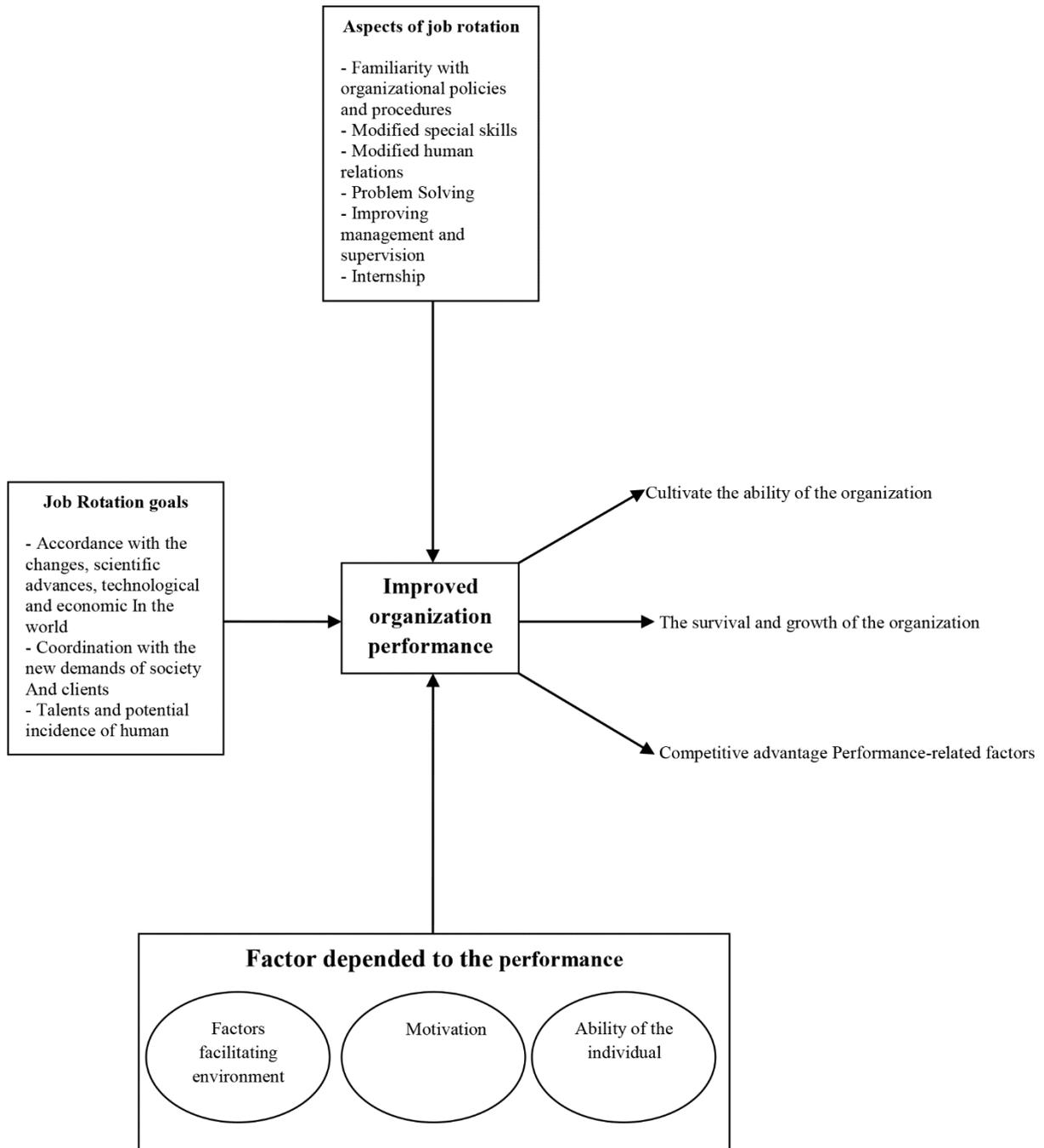


Figure 1. Theoretical framework of study.

Methodology

Undoubtedly, much progress the last century that occurred in different sciences, indebted research work and methods used in this research. Today, science cannot be found that not to use the statistical method as an instrument of its decision. Because the statistical methods used add to the scientific validity of the study Science of statistics have very important position in the field of humanity especially on the field of management, that's why we cannot ignore its role in management research. In the most general classification method, Library and field research methods are considered that in the present study both methods are used.

This study in term of classifying the level of research is descriptive, and according to objective criteria is applied one and in terms of the extent index is done at the micro level. The statistical population of this research is 100 people of affairs specialists Dana insurance in Tehran. And statistical sample of this research are consisted of 70 employees of Dana insurance that have job rotation, and will respond to the two questionnaires

of job rotation and employee performance evaluation. The questionnaire was presented to a number of professors in orders to determine the reliability of Content validity and Ostensible validity, and after their reviewing carry out reforms questionnaires confirmed. To calculate the reliability of the questionnaires Cronbach's alpha was used by SPSS software, that Cronbach's alpha coefficient of job rotation and staff performance appraisal Questionnaires was obtained 0.887 and 0.803, respectively. Since Cronbach's alpha coefficient of both questionnaires is obtained larger than 0.7, Shows that the questionnaire had good reliability.

Data analysis

In order to assess the normality of the data, the Kolmogorov Smirnov test was used, before analyzing each of the hypotheses, and then the effect of each variable on motivation by Amos with the program With standardized coefficients specified.

Table 1. Kolmogorov-Smirnov test for normality of data assessment.

	Job rotation	Staff performance
Number	70	70
Kolmogorov-Smirnov statistic z	1.265	0.846
meaningful level	0.081	0.472

As can be seen in table in all variables significantly level has been achieved higher of 0.05 that shows with regard to statistics z each variable of job motivation, job rotation and performance evaluation in term of statistic are in the normal condition. So for analysis each of hypotheses parametric tests can be used.

Table 2. Model drawing in the Chi-square model.

Model	indicator Chi-Square	df	Degree of freedom/indicator Chi-Square	Sig.
Main model	39.127	15	2.608	0.01

Table 3. Drawing index of CFI, IFI, RFI, NFI.

Model	Drawing index of NFI	Drawing index of RFI	Drawing index of IFI	Comparative drawing index CFI
Main model	0.932	0.964	0.957	0.971
Main model	0.001	0.001	0.001	0.001

Table 4. Drawing index of RMSEA.

Model	Drawing index of RMSEA
Main model	0.045

As can be seen in table model fitting Fit indices such as CFI, IFI, RFI And NFI has been achieved higher than 0.9 and in other hand The RMSEA index or the square root mean square error Estimation has been achieved equal to 0.045, that if this index is equal or less than 0.05 indicates that this model has good fit. And according to statistics, chi-square and significance level it can be said that obtained model has food fitting. So confirm or refute any of the assumptions According to the table below and the final model are evaluated according to standardized coefficients. Assumptions in this study include:

First assumption: Reduce the monotony job as a result of job rotation has a positive effect on employee performance.

Second assumption: Increasing knowledge, skills and competencies as a result of job rotation has a positive effect on employee performance.

Third assumption: Motivation as a result of job rotation has a positive impact on employee performance.

Table 5. The overall standardized coefficients in variables in the final model.

Approve or reject the hypothesis	Sig.	Critical ratio	The standard error	Standardized coefficients		
The hypothesis confirmation	0.001	2.223	0.140	0.370	Knowledge, Skill, Merit	Employee Performance
The hypothesis confirmation	0.045	1.922	0.100	0.219	Reduce Job uniformity	Reduce performance
The hypothesis confirmation	0.001	6.166	0.039	0.575	Motivation	Employee Performance

To test the first hypothesis in the final model fitted the impact of occupational steady decrease as a result of job rotation on motivation is positive and significant that Obtained coefficient is equal to 0.219. Thus the first hypothesis is confirmed. As can be seen critical ratio and standard error was obtained 1.922 and 0.1, respectively.

For second hypothesis in final model fitted the impact of increasing knowledge, skills and competences as there sult of job rotation on motivation is a positive and significant. Standard coefficient is obtained equal to 0.37. Thus second hypothesis is confirmed. As it can be seen in above table critical ratio, standard error is obtained 3.223 and 0.14, respectively.

For third hypothesis test in final model fitted the impact of motivation as the result of staff performance is positive and significant that the coefficient obtained is equal to 0.575, thus third hypothesis is also confirmed too. As can be seen in the above table the critical ratio of and standard error has been achieved 6.166 and 0.039, respectively.

Conclusions

in total, it can be said that The results obtained in this study is in parallel with research conducted by Fouladi (1998), Nasiry Pour et al (2009), Hsieh and Chao (2004), and Jarvi and Unsitalo (2004) that job rotation improve employee Performance. in order to testing the hypothesis, result obtained from Amos software indicates that with regard to fitting index of CFI, IFI, RFI, NFI and RMSEA achieved model has a good fitting, according to Chi-square statistic and significance level We can say that all three variables reduces the monotony of work, increase knowledge, skills and competencies and motivation have an impact on employee performance. Thus based on first hypothesis when employee performance improves declining job uniformity increases and when employee performance on the job reduces Reduce the monotony of the job reduces too, according to the obtained result this hypotheses confirmed.

Job Uniform in any organization Cause reducing Decreased performance, motivation

Fewer organizational commitment and job satisfaction. Thus organizations with job rotation in various sectors can improve their performance. based on second hypothesis when employ performance increases Increasing knowledge, skills and competencies increased As well as employee performance in work reduces Increasing knowledge, skills and competences as well as decreases. According to the results, the hypothesis is confirmed Shifting staff in organizations increase the knowledge and skills As well as incidence of occupational competence and their latent talents in different parts of the organization And thus increase the performance of employees in the organization. Therefore, organizations can carry out job rotation within the organization to increase knowledge, skills and competencies to improve their employees and thus increase their performance. Thus, when staff motivation increases Amount of staff performance will be more and when staff motivation in work decreases their performance decreases too. According to the results, the hypothesis is confirmed. Based on this hypothesis that increasing motivation causes increasing performance so organization can carry out their job rotation within the organization to increase the performance of their employees. Job rotation results in other organizations that acting to improve their staff performance will be very useful Therefore, organizations with job rotation can support it.

Conflict of interest

The authors declare no conflict of interest

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