



JOB ROTATION AND ITS EFFECT ON THE PERFORMANCE OF HUMAN RESOURCES IN YEMENI UNIVERSITIES: THE CASE OF THAMAR UNIVERSITY

Management

Rezq Yahya Al hanty

Ph.D Researcher Scholar, Department of Management Science , Dr. babasaheb Ambedkar Mrthwada University. Aurangabad, Maharashtra.

Dr. M.Razaullah Khan*

Associate Professor, Head Department of Commerce and Management Science, Maulana Azad College of Arts, Science & Commerce, Aurangabad , Maharashtra. *Corresponding Author

ABSTRACT

This study aimed to investigate the impact of job rotation on the performance of human resource in Tamar University. While the Yemeni government universities are 13, the researcher selected Tamar University as a case of the study. For achieving the purpose of collecting the data, a questionnaire of 20 items was used. The questionnaires were distributed to 80 members of the sample of the study out of 116 which is the total number of the study population. However, 53 questionnaires were collected from the sample. Thus, the ultimate sample consisted of 53 members (n=53). Using the statistical procedures and tools such as percentages, arithmetic means, standard deviations, t-test, and p values, the study resulted in some findings based on the respondents' perceptions of job rotation and its effect on the performance of human resources. These findings revealed that job rotation was conducted in some departments. Such rotation was conducted continuously in an organized manner according to the university regulations in some departments. Furthermore, it has been found that job rotation led to employees' promotion and career experience, motivation, and cooperation in work.

KEYWORDS

Job Rotation, Human Resources , Performance, University, Tamar.

INTRODUCTION:

Recently, the world has witnessed major developments affecting various aspects of life. A great influence on the organizations has demonstrated a new world which is the world of globalization dominating the scientific revolution and the great technological developments, which contributed to the restructuring of human resources in contemporary organizations.

We have seen several studies in many countries regarding job rotation like (Azam 2013)¹ which checked the job rotation of security leaders and affect the morale of employees in the security apparatus of that follow Palestinian ministry of interior, which showed the importance of job rotation in raising the morale of the workers. Another study is (Maison,A 2015)² which studied the effect of job rotation on the managers in developing the human resources. The study showed that job rotation affected the development of the human resources. many studies insisted that job rotation affects performance such as (Ajusa, R. K. & Atambo, W. N. 2016)³, and (Sharif 2016)⁴. (Sanali, Bahron, & Dousin, 2013)⁵ also conducted a research in Sabah, Malaysia on job rotation practices, stress and motivation among Administrative and Diplomatic officers. It indicated that there was a significant positive relationship between job rotation practices and motivation.

Through the development of human resources by doing various training courses in various administrative disciplines, as well as converting the staff to work in different departments, this leads to their access to high skills and experience, which ultimately is reflected on the quality of organization performance. So, the researcher has been inspired to study the impact of job rotation on the performance of human resources in the Yemeni universities, i.e. Tamar University as a case study, in the sector of higher education, which represent an ideal model for studying changes in the environment that contributes mainly to the community as a whole.

Job rotation:

Job rotation is one of the methods and techniques of career development and organizational change. It is one of the modern management methods practiced to allow the largest number of employees to practice more than one work in the field of supervision, management or leadership."Job rotation is defined as the systematic movement of staff from one job to another at planned intervals".⁶ Others defined job rotation as a rotation of functions as one of the tools of learning in the workplace where the rotation of staff is done at the same level of responsibility within the organization for a specified period of time.⁷

The performance of human resources

The performance evaluation is defined as the administrative and

technical process through which data are collected and the descriptive and quantitative information is derived, which indicates the levels of performance actually achieved by the employees to compare them with their previous performance and the performance of their colleagues or the rates and criteria that explain what should be achieved".⁽⁸⁾

Statement of the Problem

Job rotation affected not only the performance of staff in the Tamar University but also the institutional environment. The administrative authority of the university should benefit from the application of job rotation, in order to achieve the objectives of the university. The problem is stated in that job rotation seems not to be implemented regularly in the university. Moreover, it is hypothesized that if the administrative authority applies job rotation regularly, positive effects can be made.

The great development witnessed by the world in modern times is the tendency of countries to pay attention to human resources and it is one of the most important resources. Thus, this paper explores the extent of the application of job rotation at the university and the effect of the rotation on the performance of human resources in Tamar University.

Hypotheses of the study

- There is no application of job rotation in Tamar University.
- There is no impact of job rotation on the performance of the university employees.

Objectives of the Study

- A. To identify the Extent of the application of job rotation in Tamar university
- B. To identify the impact of job rotation on the performance of the university employees.

Research Methodology:

This study used the descriptive and analytical method in which the researcher attempted to describe the job rotation and the performance of human resource in Tamar University. In the researcher attempted to describe the subject of the study by analyzing and interpreting the data collected by the means of questionnaire. The questionnaire consisted of 20 items of five-point Likert scale.⁹

These items were designed to explore the employees' perceptions about job rotation and its effect on the performance of human resources in the university. The first part of the questionnaire was designed to elicit data on the demographic information of the participants whereas the second part was intended to measure the degree of the participants'

agreement as perceived in the questionnaire items. The second part consisted of 9 items for investigating the extent of the application of job rotation and 11 items for exploring perceptions of the degree of the effect of job rotation on the performance of human resources.

As far as the research sampling is concerned, random sample was selected from the total number of the study population which was 116. The questionnaires were distributed to 80 employees but 53 were collected only. Thus, the ultimate sample of the study consisted of 53 employees (n=53).

Data Analysis and Interpretation

Having the data collected by the means of questionnaires, the responses of the participants were tabulated and coded. Then, some statistical procedures and tools were used by applying SPSS. These procedures included calculating frequencies, percentages, arithmetic means, standard deviations, t-test, and p values. The standard value of the arithmetic means that has been adopted as a criterion for judging the degree of agreement was 3. Thus, if the mean value was less than 3, this was interpreted as an indication of low rate. On the other hand, if the mean value was more than 3, this was interpreted as a high rate indication. Thus, the tabulation of the data was processed for the

Table (2) Arithmetic Means and Standard Deviations of the Extent of the application of job rotation in Thamar University (Descending Order of Mean).

N	Statement	Mean	St. Deviation	t- test	Sig.	Statistical Result
1	Job rotation is carried out under the supervision of the rector.	3.64	1.06	4.42	0.000	high
2	The process of job rotation at the university includes the higher and lower departments.	3.28	1.06	1.94	0.058	Medium
3	Job rotation is applied in an easy way.	3.08	1.07	0.51	0.610	Medium
4	Job rotation is carried out continuously in the university.	2.98	1.08	-0.13	0.900	Medium
5	Job rotation involves all the university departments.	2.96	1.06	-0.26	0.796	Medium
6	A committee is established to implement the process of job rotation according to the university regulations.	2.91	1.28	-0.53	0.592	Medium
7	Job rotation process in the university is implemented in an organized manner.	2.74	1.15	-1.67	0.099	Medium
8	Job rotation is done in pre-planned plans.	2.64	1.20	-2.18	0.033	Low
9	Job rotation is done at the university according to the regulations.	2.58	1.15	-2.63	0.011	Low
	The Overall Arithmetic Mean To Extent of the application of job rotation in the university	2.98	0.73	-0.21	0.835	Medium

mean values in descending order. The standard deviation and level of significance reveal the degree of approval of respondents' answers to the extent of the application of job rotation in Thamar University. These statistical procedures were used to investigate the implementation of job rotation in Thamar University for all the questionnaire items framed for the study. The arithmetic mean ranged from 2.58 to 3.64. The overall mean was computed as 2.98 with a standard deviation of 0.73. It indicates that there was a medium approval rate between them and that is not statistically significant. This

Table (3): Arithmetic Means and Standard Deviations of the Impact of Job Rotation on the Performance of University Employees (Descending Order Of Mean).

N	Statement	Mean	St. Deviation	t- test	Sig.	Statistical Result
1	Job rotation increases their knowledge and career experience.	4.34	0.52	18.8	0.00	high
2	Job rotation motivates me to improve my performance in my work.	4.21	0.66	13.3	0.00	high
3	Job rotation contributes to the fight against administrative corruption and the reduction of perversion of power.	4.19	0.62	13.9	0.00	high
4	Job rotation helps create a sense of belonging to the University.	4.00	0.86	8.52	0.00	high
5	Job rotation contributes to creating a spirit of cooperation in the work environment.	3.98	0.80	8.97	0.00	high
6	Job rotation leads to knowledge of how much others are doing to achieve the organization's goals.	3.98	0.75	9.57	0.00	high
7	Job rotation leads to improving administrative work in the departments.	3.94	0.72	9.56	0.00	high
8	Job rotation encourages me to continue working at the same level.	3.92	0.90	7.52	0.00	high
9	Job rotation leads to my creative and innovative abilities.	3.70	1.27	4.02	0.00	high
10	Job rotation minimizes their performance in their administrative work.	3.38	1.13	2.43	0.02	high
11	Job rotation reduces my prestige in front of workers.	2.98	1.22	-0.11	0.91	medium
	The Overall Arithmetic Mean of The impact of job rotation on the performance of university employees	3.87	0.40	1.71	0.00	high

It is clear from the statistical results shown in table No (3) that the approval rate degree of the respondents varies between high and medium with the arithmetic means ranged between (4.34 and 2.98). Ten items have obtained a high approval rate whereas one item has obtained a medium approval rate. This indicated the variation of approval rates between the members of the sample. The trends of arithmetic means for most of the items were high, even higher than the

purpose of analysis and interpretation as follows:

However, there was only one vice dean in the sample of the study. After analyzing the demographic data of the participants, the reliability of the questionnaire items was hacked by using Alpha Cronbach as in the following table:

Table (1) Reliability of the Questionnaire by Alpha Cronbach

Dimensions	Number of Items	Alpha Coefficient Value
Extent of the application of job rotation in Thamar University	9	0.83
The impact of job rotation on the performance of university employees	11	0.80
Total	20	0.85

First Hypotheses

- **H0:** There is No extent of applying job rotation in Thamar university
- **H1:** There is extent of applying job rotation in Thamar university

The analysis presented in Table (2) has been arranged according to the

indicates that the hypothesis there is No extent of applying job rotation in Thamar University was, accepted.

Second hypotheses:

- **H₀:** There is No impact of job rotation on the performance of Thamar university employees.
- **H₁:** There is impact of job rotation on the performance of Thamar university employees.

standard mean value (3) adopted in the study, suggesting that, the answers of members of the samples were positive and high for the items contained in the table. The overall arithmetic mean of all the items in the table was 3.87 and the standard deviation was 0.40. It indicates that there was a high approval rate between them are statistically significant. this indicates that the hypothesis there is No impact of job rotation on the performance of the university employees,

was rejected and accepting the alternative hypothesis, which says there is the impact of job rotation on the performance of the university employees.

Findings

The data analysis has resulted in major findings presented as follows:

- Job rotation is carried out under the supervision of the rector of the university.
- The process of job rotation at the university does include some of the high departments and the lower ones.
- There are difficulties that are encountered when applying job rotation.
- Job rotation is carried out continuously in some departments of the university.
- Job rotation includes some of the university departments
- A committee is established sometimes to implement the process of job rotation according to the university regulations.
- Job rotation is implemented sometimes in the university in an organized manner.
- Job rotation is sometimes implemented university without any pre-planned plans.
- Job rotation increases employees' knowledge and career experience to a high extent.
- Job rotation motivates and improves the employees' performance in their work to a high rate of effect.
- Job rotation process helps to create a high sense of belonging to the university.
- Job rotation contributes to creating a spirit of cooperation in the work environment to a high degree.
- Job rotation leads to staff knowledge of how much others are doing to achieve the organization's goals to a high degree of effect.
- The system of job rotation leads to improving administrative work in the departments to a high degree.
- Career rotation encourages employees to continue working at the same level to a high degree.
- Job rotation leads to a high increase in the creative and innovative abilities.
- Job rotation minimizes the employees' performance in their administrative work to a high rate. Job rotation reduces employees' prestige in front of workers to a medium rate of effect.

Recommendations:

- The leaders of the university should help to apply job rotation in an easy way.
- Job rotation proses should carryout in all university departments continuously.
- It should be apply in all university departments.
- The committee should apply the university regulation in order to implement the proses of gob rotation.

REFERENCES

1. Azzam A. (2013) The career rotation of the security leadership and its impact on the morale of the employees of the security services of the Palestinian Ministry of Interior, Gaza Strip, Master, Islamic University, Gaza, Palestine.
2. Ahmed, M. A (2015) The impact of career rotation for managers in the development and development of human resources, analysis of managers in a number of faculties of colleges and institutes of technical education in Mosul, Journal of Development University Humanity, No. (3), p.p. 296 - 316.
3. Ajusa, R. K. & Atambo, W. N. (2016) Influence of Job Rotation on Organizational Productivity: A Case of Mount Kenya University. Imperial Journal of Interdisciplinary Research, vol.2, No 10, P.p 1358-1395.
4. Al Shareef, A. F. (2011) The career rotation and performance on the Saudi universities. Issue 5, No. 4, P.p.717-727.
5. Sanali, S., Bahron, A., & Dousin, O. (2013). Job rotation practices, stress and motivation: An empirical study among administrative and diplomatic officers (ADO) in Sabah, Malaysia. International Journal of Research in Management & Technology, 160-166.
6. Dessler, G. & Varkkey, B. (2009). Training and Development Human Resource Management. New Delhi: Dorling Kindersley (India) Private Limited.
7. Malinski, R. M. (2002). "Job rotation in an academic library". Nigeria: MCB UP Ltd.
8. Hassan, R. (2004). "Human Resources Management Future Vision". Egypt: El Dar El Gamaeya For Printing, Publishing, Distribution, p. 207.
9. Kothari, C. R. (2014). " Research Methodology Methods & Techniques". Delhi: New Age International Publishers, P56.