

# Determinants of Job Rotation among administrative staff of Tamale Polytechnic, Ghana

Akudugu Aboko<sup>1</sup>, Vitus Songotua<sup>2</sup>, Abudu Abdul-Ganiyu<sup>3</sup>

<sup>1</sup>Department of Secretaryship and Management Studies, Tamale Polytechnic, Tamale, Ghana

<sup>2</sup>Head of Human Resource Unit, Tamale Polytechnic, Ghana

<sup>3</sup>School of Business and Management Studies, Tamale Polytechnic, Ghana

aboko166@yahoo.com<sup>1</sup>

vsongotua@tamalepoly.edu.gh<sup>2</sup>

abdulganiyu.abudu@yahoo.com<sup>3</sup>

**Abstract-***This study employed descriptive survey to investigate the determinants of Job Rotation among the administrative staff at Tamale Polytechnic. A multi-stage sampling technique was employed for the study. The population was stratified into Senior Members (35), Senior Staff (45), and Junior Staff (55). Krejcie and Morgan (1970) table was used to select (32) Senior Members, (40) Senior Staff, and (48) Junior Staff respectively. Simple Random Sampling was used to select the required numbers from their respective populations. The instruments employed for the collection of data were questionnaires validated with the help of experts and pre-tested to ensure reliability. Regression analysis was used to analyse determinants of Job Rotation as assessed by Senior Members, Senior Staff, and Junior Staff computed at  $p < 0.05$ . The predictors in the construct were Age, Gender, Socio-cultural relationships, Performance, Training and Motivation of employees, while the 'Number of Times Rotated' in the institution formed the dependent variable. The assessment of Senior Members showed that, Performance, Training and Motivation of employees contributed largely to the explanation of the dependent variable 'Number of Times Rotated'. This was found to be significant at .05, .04, and .03. Equally, Socio-cultural relationships, Performance, Training, and Motivation of employees contributed greatly to the explanation of the dependent variable 'Number of Times Rotated' and this was found to be significant at .03, .04, .04, and .03 as assessed by Senior Staff, and .01, .02, .04, and .02 as assessed by Junior Staff. To this end, the study recommends for the provision of a Job Rotation Policy that would clearly state the basis for such exercise to help increase the confidence of staff in the system.*

**Keywords:** Job Rotation; Determinants; Tamale Polytechnic; Administrative Staff; Motivation.

## 1. INTRODUCTION

Employers in recent times are not only looking for employees with technical skills, but are interested in people who are capable of performing various tasks in the world of work. However, workers' routes into their jobs may affect their employment outcomes since those routes' could have an effect on the information used in the matching process. Different processes are employed to place individuals in jobs with the objective of creating an effective match between the demands of the job and the competencies of the workers taking those jobs. Organisations look for workers with the capacity to produce desired outcomes; while workers are always on the constant search for jobs that will provide a good fit for their capabilities with an attractive reward system.

Workers and employers are expected to know more about each other during internal transfer (Steijn, 2008)[38]. Some correlates of performance such as a worker's education and jobs held in the past are "externally observable" since they can be observed by all prospective employers (Forrier, Sels & Strynen, 2009)[14]. Equally, other essential correlates of performance are "externally unobservable" though they

can only be ascertained by the current employer. For instance, externally unobservable information include details about how workers have performed in prior roles and how they would fit with the peculiar demands of the organization (Ng, & Feldman, 2009)[28]. A major determinant of organisations and employees ability to establish an effective match is the availability of relevant information that could be used to create this match (Arnold & Cohen, 2008)[2]. However, firms and workers largely have incomplete information about each other. Organisations struggle to ascertain the true capabilities of applicants (De Vos & Soens, 2008)[11], while employees struggle to identify jobs that will best suit their preferences and competencies (Sullivan & Arthur, 2006)[39]. To this end, internal movement of workers within the same organisation at the same level is always employed in a bid to get this match right. This act is variously referred to as Job Rotation, internal lateral mobility of labour, and cross training among others. It involves the transfer of individuals within the same rank but a move to a different unit in an organisation for the same kind of job (Vansteenkiste & Verbruggen, 2011)[42]. These transfers normally reflect organizational efforts to match workers to

appropriate jobs. Workers may be underperforming in their current jobs, and moving them to new units could assist them maximise their potentials. In the same vain, a transfer may reflect a worker's desire for a role with improved rewards or advancement prospects. Transfers could also be used to broaden workers' skills in preparation for future positions.

### 1.1 Concept of Job Rotation

Job Rotation involves shifting employees from one position to another with the goal of sustaining or enhancing satisfaction, motivation, and performance. Job Rotation adds new challenges and has elements of both job enlargement and job enrichment since it may include both horizontal and vertical integration. Job Rotation refers to the systematic movement of staff from one job to another (Thijssen, 2000)[41]. It sometimes involve lateral/non-lateral transfers, within or between departments that enable employees to work in different jobs (Adomi, 2006)[1]. Moreover, Verbruggen and Sels (2008) indicated that it concerns 'lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities'. Talbot and Billsbery (2010)[40] added that Job Rotation is working at different tasks or in different positions for one period of time. Ng and Gosset (2013)[27] opined that it allows employees to expand their knowledge, skills and attitudes useful for the working environment. The concept of Job Rotation also refers to an individual's perception of the opportunity for intra-organisational career mobility. Intra-organisational career mobility refers to job changes that include substantial changes in work responsibilities, hierarchical level or titles within an organization (João, 2010). It also refers to occupational change, which include transitions that require fundamentally new skills, routines and work environments, along with new training, education or vocational preparation within an organisation (Feldman & Ng, 2007). The existence of intra-organisational career mobility opportunities in contemporary careers is evident in the new psychological contract between employers and employees which highlights the provision of lateral moves and developmental opportunities in exchange for longer working hours, added responsibility, broader skills and employee tolerance of change and ambiguity (Baruch, 2002)[5]. Aligned with the new psychological contract, career attitudes focus on the need for individuals to adapt to their work environment and to manage their own careers (Briscoe & Hall, 2006)[7]. In addition to opportunities for intra-organisational career mobility, modern-day careers are also characterised by an inclination towards physical movement between organisational boundaries. The increase in competition in response to globalisation has exacerbated intra-organizational career mobility (João, 2010). Job Rotation is a widespread practice amongst many

professions as well. For example, most educational institutions in Ghana practice Job Rotation to stimulate employee enthusiasm and initiative. Another prominent example is the military, which rotates officers around various occupations before they can rise in the ranks. Job Rotation is even practiced in the medical field, where hospital officials are rotated around different wings to gain wealth of experience in multiple areas, reducing boredomness and preparing staff for contingencies. In Tamale Polytechnic, Job Rotation is expected to benefit departments, individuals involved, and ultimately the entire organization.

### 1.2 Administrative staff of Tamale Polytechnic

The administrative staff of Tamale Polytechnic (135) is made up of three divisions, namely; Senior Members (35), Senior Staff (45) and Junior Staff (55). The Senior Members include the registrar, deputy registrar, senior assistant registrar and assistant registrars who are incharge of specialised units and junior assistant registrars. The registrar is the head of the administrative unit and the principal administrator of the Polytechnic. Besides the registrar, all other staff have been and could be reassigned to other units when the need arises. All administrative staff in this category must hold a minimum of second degree as their academic qualification (Scheme of Service for Senior Members of Polytechnics in Ghana, 2011)[35]. The Senior Staff are required to undertake tasks that would require the exhibition of sound and mature judgement, a high sense of responsibility, initiative and discretion (Scheme of Service for Senior Staff of Polytechnics in Ghana, 2011)[36]. The minimum entry requirement into this grade are Bachelor's Degree, HND in Secretaryship and Management Studies Certificates, and a Professional Certificate from a recognised body. The Senior staff who are rotated periodically are expected to assist Senior members carry out assigned tasks in their respective units. The Junior Staff who are rotated intermittently are made up of clerks, typist, receptionist and telephonist. They are required to render clerical services to units they are working under. The academic entry requirement for this grade are Stenographer Secretary Certificate, Diploma in Business Studies Qualification, and Clerk Grade Holders (Scheme of Service for Junior Staff of Polytechnics in Ghana, 2011)[37].

## 2. PROBLEM STATEMENT

Workers today are constantly on the move, a fact of life that will only accelerate as job growth picks up. But the turnover poses particular challenges for organisations looking to hold onto their best and brightest. In response, innovative organisations are embracing a promising new retention strategy: employee rotation. Instead of locking workers into a single job category with a specific career trajectory, organisations are moving workers through a variety of positions within departments or teams. Job Rotation is seen as a way to motivate key employees, broaden their skill sets and most importantly hold onto



them. It also gives the employer the comfort of knowing whether there's someone who can quickly fill an ailing or departing coworker's shoes. It helps employees spread their wings and extend their boundaries, and it helps employers engage and motivate their staff. Though the program can sometimes be costly in terms of time spent in training workers for their new jobs, the benefits far outweigh the expense.

In Tamale Polytechnic, an assistant registrar who typically handles the human resource unit can be reassigned to the public relations outfit. Equally, an administrative assistant working in the examination unit could be transferred to the academic division of the institution. To this end, management must first recognize that employee rotation programs should be implemented with careful consideration. Ideally, every organisation should establish clear guidelines with each internal team to enable employees know what the rotation will entail, and for managers to have a set of best practices. The rotation will fall apart as employees wander from job to job without clear guidance or oversight as to why and when they could be rotated. The programme need to have a purpose, a plan and a way to determine whether the rotation is successful. Tamale Polytechnic does not have a policy that spells out the determinants of Job Rotation. Interestingly, while some administrative staff are super glued to certain units, others are always moved around. It is against this background that this study seeks to ascertain from the administrative staff (Senior Members, Senior Staff and Junior Staff) the actual determinants of Job Rotation among administrative staff of Tamale Polytechnic.

### 3. RELATED LITERATURE

#### 3.1 Theories of Job Rotation

As Ng and Gosset (2013)[27] pointed out, Job Rotation is a useful practice, but very little evidence exist about its determinants. However, three issues feature prominently in Job Rotation debates. To some people, Job Rotation is a training instrument; to others, it is a means to discover jobs employees can perform well; and yet some still view Job Rotation' as a means to motivate employees.

##### 3.1.1 Employee Learning Theory

According to the employee learning theory, Job Rotation is an effective way to develop employees' abilities. Sullivan and Arthur (2006)[39] indicates that employees who rotate accumulate more experience quickly in many areas than their colleagues who do not. As a result, Job Rotation is seen as an effective tool for employee's career development. Its effective implementation also makes it easier to train workers to become generalist. Rodrigues and Guest (2010) opined that the extensive use of rotation by Japanese companies explains why their employees are more often generalists than specialists when compared to U.S. employees. Job

Rotation is also in consonance with Inkson (2006) "jack of all trades" theory for entrepreneurship and managerial jobs. The employee learning theory provides that Job Rotation would be higher when employees have more need for training. Equally, employees with less tenure in an organisation should rotate more frequently than those with more tenure. Moreover, employees with previous work experience in the same industry stand the chance of being trained better, and should therefore rotate less frequently.

##### 3.1.2 Employer Learning Theory

According to the employer learning theory, Job Rotation provides information that an organisation can use to improve the allocation of jobs among employees. If an employee can be observed performing different activities, it may be easier for the organisation to determine the most appropriate job for that employee (Ortega, 2001). With an effective Job Rotation policy, each time an employee rotates, the employer learns about new dimensions of the employee's ability. However, if a worker is not rotated, the dimensions of his or her ability would always be the same, leading to smaller returns to learning. Inkson (2006)[20] mentioned that the relative benefits of Job Rotation increases when the firm knows little about its employees' abilities. However, these benefits are also larger when the organisation is undertaking new activities for which the returns are hitherto unknown. If an organisation is relatively young or is introducing innovations, it would use more Job Rotation.

##### 3.1.3 Employee Motivation Theory

The employee motivation theory provides that, Job Rotation contributes in making work more exciting. This argument was put forward in the late 1970s with respect to the so-called "plateaued" employees; employees with limited prospects of promotion. According to Baruch (2006), Job Rotation is a potential solution to these employees' lack of motivation. More recently, Pitts, Marvel and Fernandez (2011)[32] have pointed at increased satisfaction as one of the benefits of rotation. To them, employees prefer to perform a variety of tasks rather than specializing in a single task. And as a consequence, Job Rotation increases job satisfaction. This is beneficial to the firm because it can afford to pay lower salaries when employees are more satisfied. However, Job Rotation does not contribute to training: contrary to the employee learning argument, employees learn more by specializing than by rotating.

### 3.2 Predictors if Job Rotation at Tamale Polytechnic

#### 3.2.1 Age as a determinant of Job Rotation

Age is an important variable that could play a fundamental role in determining whether an employee should be rotated or not in the Ghanaian work setting. Rotation becomes much difficult as one gets older (Fujimoto, 1994). The Ghanaian society is hierarchical in nature. And people are respected because of their age,

experience, and wealth. Elderly people are viewed as intelligent and respected, and it is assumed that the most senior person will make decisions that are in the best interest of the group (Kuada, 1994)[24]. Workers are sometimes assigned to janitorial jobs or jobs in the company's canteen when they become older (Fujimoto, 1993). In the same vain, much younger superiors find it difficult to give instructions at the workplaces because of societal norms (Baily & Waldinger, 1991)[3]. To this end, age in this study was assumed to be a variable that could be used to determine employees' reassignment to other units among administrative staff of Tamale Polytechnic.

### 3.2.2 Gender as a predictor of Job Rotation

Job assignment based on an employee's gender is not rare in most workplaces around the world. Interestingly, jobs that provide little self-esteem are likely to be assigned to women and in times of recession, women seem to experience more rotation than men (Fujimoto, 1993)[16]. Generally, women accept orders to move without complaining and may be ready to quit a new job if they do not like it, while men would accept rotation because they have no choice (knoke & kalleberg, 1994)[23]. In the light of this, the study posited that, gender is a variable that could be used to determine the rotation of administrative staff in Tamale Polytechnic.

### 3.3 Socio-cultural relationships as determinant of Job Rotation

Socio-cultural relationships between superiors and subordinates could play a significant role in the overall work setting in most Ghanaian organisations. Most workers are related to each other through ethnic, religious, and political orientations among others. Socio-cultural-value dimensions in Sub-Saharan Africa is high in collectivism and in human orientation (House & Aditya, 1997)[19]. Collectivist cultures have close social structure with effective and unified in-groups that are opposed to out-groups (Hofstede, 2001)[18]. Collectivism based on family ties and religious relations are significant. Caring centred values also include self-sacrifice, kindness, and love, which are learnt from family teachings, and cultural norms (Kuada, 1994)[24]. Thus, this study assumed that, socio-cultural relationship between superiors and subordinates could be employed to determine workers reassignment to other departments in the Polytechnic among administrative staff.

### 3.4 Staff performance as a predictor of Job Rotation

Organisations hope to have flexible, skillful and multi-skilled staff with the capacity to accelerate performance, save time, and to maximise returns to resources invested (Pagani & Origo, 2008)[30]. To this end, employees could be rotated to other units depending upon their performances. An employee with low level of performance could be required to move to other areas that would help bring his skills level come up to speed. Similarly, others with exceptional abilities could also

be reassigned to other units to help sanitise those areas (Jarvi, 2004)[21]. Bazrafshan (2005) in their study concluded that staff performance had a significantly positive relationship with Job Rotation. Similarly, other researchers have posited that, staff performance is a determinant of Job Rotation (Fojini & Nojima, 2005). In contrast, Tabib et al (2011) revealed that, staff performance was not a good predictor of Job Rotation. Equally, Nasiri (2008) submitted that nurses' performance was not a determinant of their movement to other units. However, this study posited that, staff performance is a determinant of Job Rotation among administrative staff of Tamale Polytechnic.

### 3.5 Training as a determinant of Job Rotation

Job Rotation is used extensively as staff development technique (Mir Sepasi et al., 2009). It increases individual's knowledge and experiences, decreases tiredness, which leads to intellectual transformations, creativity and innovation (Sa'adat, 2011). Training provides both new and present employees the skills they need to perform their jobs. Organisations do this by employing On-the-job training (OJT). It involves having an employee learn a job by actually performing it on the job. In most public institutions in Ghana, OJT is widely employed to train employees (Dessler, 1994)[12]. Job Rotation can stimulate interest and provide a broader perspective of the organization. Learning in an organization can be considered seventy percent (70%) experience, twenty percent (20%) mentoring, and ten percent (10%) classroom training (Casazza, 2011)[9]. It gives employees a first-hand experience and wholesome idea about the organizations' service offerings, lines of business, and processes, which is why it is used as an effective training tool in many organizations. Job Rotation, in its entirety, is a remarkable learning experience for many individuals, providing career and personal development. To this end, this study submits that, training within organisations is a predictor of Job Rotation among administrative staff of Tamale Polytechnic.

### 3.6 Motivation as a predictor of Job Rotation

Effective human capital management such as Job Rotation, job enrichment and job enlargement could have positive impact on employees' motivation (Cavins & Pinto, 2005). To this end, Adomi (2006)[1] revealed that Job Rotation has the capacity to reduce boredom and increase motivation through the performance of divergent activities by employees. In the same vain, Foss, Minbaevra and Pedersen (2009)[15] revealed that Job Rotation leads to movement of employees from one department to another and that could assist current departments make use of relevant skills and knowledge acquired from previous departments. Besides, Griffin (1991)[17] opined that job design intervention will directly affect how employees perceive meaningful changes and tend to recognize those changes over time. Likewise, Olorunsola (2000)

submitted that motivation has a positive relationship with Job Rotation and this has the capacity to remove monotony and boredom, thereby improving efficiency and productivity of employees. Based on the above assertion, this study presents motivation also as a determinant of Job Rotation among administrative staff of Tamale Polytechnic.

#### 4. METHODOLOGY

The study employed descriptive survey to ascertain the determinants of Job Rotation among administrative staff of Tamale Polytechnic. Survey design was used because of its flexibility and efficiency (McMillan, 2004)[25]. Population for the study (135) was made up of all the administrative staff of Tamale Polytechnic for the 2014/2015 academic year. A multi-stage sampling technique was employed for the study. The population was stratified into Senior Members (35), Senior Staff (45), and Junior Staff (55). Krejcie and Morgan (1970) table was used to select (32) Senior Members, (40) Senior Staff, and (48) Junior Staff respectively. The total number of respondents for the study was (120). Simple Random Sampling was used to select the required numbers from their respective populations. The research instruments employed for the collection of data was questionnaires. Questionnaires were validated with the help of experts and pre-tested to ensure reliability before it was administered.

A set of possible determinants of Job Rotation (age, gender, socio-cultural relationship, training, motivation, and performance) were developed by the researchers after an extensive review of literature and interviews with key administrative staff. The dependent variable, 'Job Rotation' was measured using five type Likert scale to determine the frequency of rotation as; 1 - one time, 2 - two times, 3- three times, 4 - four times, and 5 - five times. The determinants were measured by asking

respondents to indicate the extent to which they agreed with a list of possible determinants for Job Rotation. Determinants were also measured using a five-point Likert-type rating scale as; 5 - not at all, 4 - to a small extent, 3 - to a moderate extent, 2 - to a large extent, and 1 - to a great extent. Each respondent was tasked to complete a questionnaire. Data was analysed using the Statistical Package for Social Sciences (SPSS) version 20.0. Inferential statistics in the form of linear regression was used to determine respondent's level of agreement to the possible determinants.

#### 5. DATA ANALYSIS

Linear regression analysis was used to investigate the determinants of Job Rotation among the administrative staff of Tamale Polytechnic as assessed by Senior Members, Senior Staff, and Junior Staff. The predictors in the construct were age, gender, socio-cultural relationships, performance, training and motivation of employees, while the 'Number of Times Employees were Rotated' in the institution formed the dependent variable. The following prediction equation was formulated to ascertain the determinants that explain the dependent variable:

$$Y = A + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon$$

Where:

Y = Number of times employees were rotated

A = Constant

X<sub>1</sub> = Age

X<sub>2</sub> = Gender

X<sub>3</sub> = Socio-cultural relationships

X<sub>4</sub> = Performance of employees

X<sub>5</sub> = Training for employees

X<sub>6</sub> = Motivation for employees

€ = Stochastic error term

#### 6. RESULTS OF THE STUDY

Table 1: Determinants of Job Rotation as assessed by Senior Members

<i>Variables</i>	<i>B</i>	<i>S.D</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>	<i>Decision</i>
(Constant)	1.331	.366		2.257	.000	
Age	.326	.346	.319	1.024	.245	NS
Gender	.331	.311	.193	1.063	.299	NS
Socio	-.344	.314	.208	-1.096	.284	NS
Performce	-.826	.389	-.419	-2.124	.045	S
Training	-.786	.176	-.432	-2.232	.043	S
Motivatn	-.841	.172	-.429	-2.192	.033	S

**Regression is significant at p = 0.05 S = significant, NS = not significant**

The results as indicated in Table 1, 29% (R<sup>2</sup> = 0.291) of the variation in the rotation of administrative staff in Tamale Polytechnic as assessed by Senior Members is explained by the independent variables investigated. The beta scores presented in the third column explains the relative contribution of each of the independent variables (determinants of Job Rotation) included in the model in the prediction of the dependent variable (number of times

rotated). The performance, training, and motivation, of employees contributed largely to the explanation of the dependent variable 'number of times rotated' which had significant beta coefficients of 0.419, 0.432, and 0.429 when all other variables were statistically controlled. Their coefficients were found to be significant at 5%, 4%, and 3% respectively.



Table 2: Determinants of Job Rotation as assessed by Senior Staff

Variables	B	S.D	Beta	T	Sig.	Decision
(Constant)	1.432	.559		2.561	.000	
Age	-.091	.153	-.116	-.598	.555	NS
Gender	-.016	.012	-.255	-1.391	.176	NS
Socio-cultural	.463	.205	.426	2.253	.033	S
Performance	-.438	.208	-.423	-2.287	.042	S
Training	.391	.147	.431	2.235	.041	S
Motivatn	-.369	.158	-.441	-2.329	.028	S

**Regression is significant at  $p = 0.05$**

From the study as shown in Table 2, 26% ( $R^2 = 0.257$ ) of the variation in the rotation of administrative staff in Tamale Polytechnic as assessed by Senior Staff is explained by the independent variables investigated. The beta scores presented in the third column explains the relative contribution of each of the independent variables (determinants of Job Rotation) included in the model in the prediction of the dependent variable (number of times

**S = significant, NS = not significant**

rotated). Socio-cultural relationships, performance, training, and motivation of employees contributed greatly to the explanation of the dependent variable 'number of times rotated' with significant beta coefficients of 0.426, 0.423, 0.431, and 0.441 when all other variables were statistically controlled. Their coefficients were found to be significant at 3%, 4%, 4%, and 3% respectively.

Table 3: Determinants of Job Rotation as assessed by Junior Staff

Variables	B	S.D	Beta	T	Sig	Decision
(Constant)	5.966	1.280		4.663	.000	
Age	.226	.132	.271	1.721	.097	NS
Gender	-.374	.134	-.469	-2.798	.010	S
Socio-cultural	.534	.163	.481	2.452	.021	S
Performance	.481	.139	.421	2.357	.040	S
Training	-.547	.191	-.517	-2.867	.020	S
Motivation	-.107	.102	-.180	-1.043	.307	NS

**Regression is significant at  $p = 0.05$**

From the findings as displayed in Table 3, 43% ( $R^2 = 0.425$ ) of the variation in the rotation of administrative staff in Tamale Polytechnic as assessed by Junior Staff is explained by the independent variables investigated. The beta scores shown in the third column of the table explains the relative contribution of each of the independent variables (determinants of Job Rotation) included in the model in the prediction of the dependent variable (number of times rotated). Socio-cultural relationships, performance, training, and motivation, of employees contributed greatly to the explanation of the dependent variable 'number of times rotated' with significant beta coefficients of 0.469, 0.481, 0.421, and 0.517 when all other variables were statistically controlled. Their coefficients were found to be significant at 1%, 2%, 0.4%, and 0.8% respectively.

**S = significant, NS = not significant**

Rotation has the capacity to minimize boredom and increase motivation as a result of the performance of divergent activities by employees.

The results in table 2 are in tandem with the works of House *et al.*, (1997) that socio-cultural-value dimensions in Sub-Saharan Africa is high in collectivism and could influence decisions at the workplace. Similarly, it also agreed with the work of Jarvi and Unsitalo (2004) that employees with exceptional abilities could be reshuffled to other units to help sanitize those areas. Equally, the results supports the work of Mir Sepasi et al (2009) that Job Rotation could be used as a staff development technique. More so, it backs the study of Cavins and Pinto (2005)[10] that effective Job Rotation policy could have positive impact on employees' motivation.

The findings in table 3 also confirms the view of Fujimoto (1994) that Job Rotation based on an employee's gender is not rare in most workplaces around the world. In the same vain, the results also supports the work of Hofstede (2001) that work settings with close social structures could influence workplace decisions such as Job Rotation, job enlargement, and job enrichment among others. Equally, the results also agreed with the findings of Pagani and Origo (2008)[30] that Job Rotation could help create flexible, skillful and multi-skill staff with the capacity to

## 7. DISCUSSION

The results in table 1 confirms the study of Bazrafshan (2005)[6] that staff performance had significant positive relationship with Job Rotation. It is also in line with the works of Sa'adat, (2011)[34] that Job Rotation increases individual's knowledge and experiences, decreases tiredness, which leads to intellectual transformations, creativity and innovation. Equally, these findings are also in consonance with the works of Adomi (2006) that Job

accelerate performance, save time, and to maximize returns to resources invested. Finally, the outcome of this research is in line with the work of Sa'adat, (2011) that Job Rotation increases individual's knowledge and experiences, decreases tiredness, which leads to intellectual transformations, creativity and innovation.

## 8. CONCLUSION AND RECOMMENDATION

The results of this survey indicates that, Senior Members perceive performance, training and motivation as the most significant determinants of Job Rotation among the administrative staff in Tamale Polytechnic. Besides those determinants, Senior Staff and Junior Staff perceive that gender and socio-cultural relationship with superiors are also significant determinants of Job Rotation among administrative staff. This therefore indicates that all the categories of the administrative staff do not share the same opinion with regards to the actual factors that determine job rotation in Tamale Polytechnic. To this end, the study recommends for the provision of a Job Rotation policy that would clearly state the basis for such exercise to help increase the confidence of staff in the system.

## 9. LIMITATIONS OF THE STUDY AND SUGGESTIONS FOR FURTHER RESEARCH

The unique characteristics of Tamale Polytechnic may limit the external validity of the findings. The study made use of data that was specific to only administrative staff and thus cannot be generalized to other organisations. Besides, the results of small sample size used for this research may not be generalized beyond the population from which the sample was drawn. The scope of future studies should be widened to include administrative staff across polytechnics in the country and beyond. This would increase the sample size and make the research more representative for external validity.

## 10. REFERENCES

- [1] Adomi, E. (2006). Job rotation in Nigerian University Libraries. *Library Review*, 55(1), 66-74.
- [2] Arnold, J., & Cohen, L. (2008). The psychology of careers in industrial and organizational settings: A critical but appreciative analysis. In G. P. Hodgkinson & J. K. Ford (Eds.), *International review of industrial and organizational psychology* (pp. 1-44). London, England: Wiley.
- [3] Baily, T & Waldinger, R. (1991): Primary, Secondary and Enclave Labour Markets: A Training System Approach. *American Sociological Review* 56: 432-445.
- [4] Baruch, Y. (2006). Career development in organizations and beyond: Balancing traditional and contemporary viewpoints. *Human Resource Management Review*, 16, 125-138.
- [5] Baruch, Y. (2002). Developing career theory based on "new science": a futile exercise? The devil's advocate commentary. *Management* 5(1):15-21.
- [6] Bazrafshan R, (2005), Study of the effects of job rotation on productivity of Mehrabad customs personnel, M.A.Thesis. Tehran: Azad University, central branch
- [7] Briscoe, JP, Hall, DT & Frautschy DeMuth, RL. 2006. Protean and boundaryless careers: an empirical exploration. *Journal of Vocational Behavior* 69:30-47.
- [8] Fujino M, Nojima Y, (2005), Effects of ward rotation on subsequent transition processes of Japanese clinical nurses. *Nursing and Health Sciences*, 7(1): 37-44
- [9] Casazza, S. (2011): Vice President of Nestlé Market Audit, North America. "Job Rotation and Learning in an Organization"
- [10] Cavins, J. and Pinto, M. 2005. The impact of HRM on organizational performance: An examination of contingency theory. *Human Resource Management Review*. 30: 357 – 369.
- [11] De Vos, A., & Soens, N. (2008). Protean attitude and career success: The mediating role of selfmanagement. *Journal of Vocational Behavior*, 73, 449-456.
- [12] Dessler, G. (1994). *Human Resource Management*, 6th ed. Englewood Cliff, NJ: Prentice Hall.
- [13] Feldman, D & Ng, T. 2007. Careers: mobility, embeddedness, and success. *Journal of Management* 33(3):350-377.
- [14] Forrier, A., Sels, L., & Stynen, D. (2009). Career mobility at the intersection between agent and structure: A conceptual model. *Journal of Occupational Psychology*, 82, 739-759.
- [15] Foss, N., Minbaeva, D., Pedersen, T. & Reinholt, M. (2009). Encouraging knowledge sharing among employees, how job design matters. *Human Resource Management*, 48 (6), 871-893
- [16] Fujimoto, T. (1993): Work group orientation, job satisfaction, and work commitment of factory workers in the U.S and Japan. A cross gender approach. Notre Dame: University of Notre Dame, unpublished doctoral dissertation.
- [17] Griffin, W. (1991). Work Redesign Effects On Employees Attitudes and Behaviors a Long Term Field Experiment. *Academy of Management Journal*, 34 (2), 425-435.
- [18] Hofstede, G. (2001), *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations*, 2nd ed. Sage, Thousand Oaks, CA.
- [19] House, R. J. and Aditya, R. N. (1997). The social scientific study of leadership: quo vadis? *Journal of Management*, 23(3): 409-473.

- [20] Inkson, K. (2006). Protean and boundaryless careers as metaphors. *Journal of Vocational Behavior*, 69, 48-63.
- [21] Jarvi M, Unsitalo T.(2004), Job rotation in nursing: a study of job rotation among nursing personnel from the literature and via a questionnaire. *J nurse Manage*, 12(5): 337-347
- [22] João, T. F. 2010. The relationship between perceived career mobility, career mobility preference, Job Satisfaction and Organisational Commitment. Unpublished master's dissertation, University of South Africa, Pretoria.
- [23] Knoke, D. & Kalleberg, A. L. (1994): Job Training in US Organisations, *American Sociological Review* 59: 537-546
- [24] Kuada, J. (1994), *Managerial Behaviour in Ghana and Kenya – A Cultural Perspective*, Aalborg University Press, Aalborg.
- [25] McMillan, J. H. (2004). *Educational research: Fundamentals for the consumer* (4th ed.). Boston: Allyn and Bacon.
- [26] Nasiri pour, A. A. et al, (2009), Effect of job rotation on nurses' performance in Tamin Ejtemiyii Hospitals in Tehran, *Helath Management Quarterly*, No. 37. p: 23.
- [27] Ng, E. S. W., & Gosset, C. W. (2013). Career choice in Canadian public service: An exploration of fit with the millennial generation. *Public Personnel Management*, 43, 337-358.
- [28] Ng, T. W. H., & Feldman, D. C. (2009). Occupational embeddedness and job performance. *Journal of Occupational Psychology*, 30, 863-891.
- [29] Olorunsola, R, (2000) "Job rotation in academic libraries: the situation in a Nigerian university library", *Library Management*, Vol. 21 Iss: 2, pp.94 – 98
- [30] Origo, F, and Pagani, L, (2008), "Workplace flexibility and job satisfaction: some evidence from Europe", *International Journal of Manpower* Vol. 29 No.
- [31] Ortega, J. (2001). Job rotation as a learning mechanism. *Management Science*, 47(10), 1361-1370.
- [32] Pitts, D., Marvel, J., & Fernandez, S. (2011). So hard to say goodbye? Turnover intentions among U.S. federal employees. *Public Administration Review*, 71, 751-760.
- [33] Rodrigues, A. R., & Guest, D. (2010). Have careers become boundaryless? *Human Relations*, 63, 1157-1175.
- [34] Sa'adat, E., (2011), *Human resources management*, Tehran, Samt Publication, 15<sup>th</sup> Ed.
- [35] Scheme of Service, (2011): *Scheme of Service for Senior Members of Polytechnics in Ghana*.
- [36] Scheme of Service, (2011): *Scheme of Service for Senior Staff of Polytechnics in Ghana*.
- [37] Scheme of Service, (2011): *Scheme of Service for Junior Staff of Polytechnics in Ghana*.
- [38] Steijn, B. (2008). Person–environment fit and public service motivation. *International Public Management Journal*, 11, 13-27.
- [39] Sullivan, S. E., & Arthur, M. (2006). The evolution of the boundaryless career concept: Examining physical and psychological mobility. *Journal of Vocational Behavior*, 69, 19-29.
- [40] Talbot, D. L., & Billsbery, J. (2010). Comparing and contrasting person–environment fit and misfit. Retrieved from <http://www.fitconference.com/2010/wed02.pdf>
- [41] Thijssen, J. (2000). Focus on employability. Some clarification of a diffuse phenomenon. *Tijdschrift HRM*, 3(1), 7-34.
- [42] Vansteenkiste, S., & Verbruggen, M. (2011). *Internal career mobility within firms*. Leuven, Belgium: Steunpunt Werk en Sociale Economie.