

Job Rotation and Employee Performance in Public Sector: A Study of Chukwuemeka Odumegwu Ojukwu University, Igbariam

¹EKANEM, Emmanuel Umoh, ²UMEH, Ifeoma Ifunanya, & ³OKEKE Chidinma ODIRA

^{1,2&3}Department of Business Administration
Chukwuemeka Odumegwu Ojukwu University Igbariam, Anambra State, Nigeria

Abstract: *The study examined job rotation and employees performance in public sector (a study of Chukwuemeka Odumegwu Ojukwu University). The study is anchored on reinforcement theory. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire and interview which were administered randomly among the staff of Chukwuemeka Odumegwu Ojukwu University. The population of the study was 2532, while sample size determined using Borg & Gall formular. The sample size of the study is four hundred and thirty-seven (437). The hypotheses were tested using ANOVA at 0.05% level of significance. The findings of the study revealed that Skill diversity has significant effect on employee performance in public sector. Innovation has significant effect on employee performance in public sector. Self-efficacy has significant effect on employee performance in public sector. Training also has a positive significant effect on employee performance. The study recommends that Supervisors should take the initiative to develop the employee skills in various fields so that total human efforts will be displayed in the respective job tasks to further enhance performance. The process should the company to run more efficiently, and as a result, become more productive and p profitable. Rotation decisions should be made by the employees' opinions and taken together and thus the rotation decision will be accepted more easily. When the employee embarks on the path of rotation willingly and consciously, he will share the responsibility at the point of development of management skills.*

Keywords: *Job rotation, Self-efficacy, Skill diversity, Employee performance, Innovation, Training*

INTRODUCTION

Background of the Study

The purpose of the study remained to examine the effect of job rotation on employee performance in public sector. Job rotation, at times refers to cross training, is one of the numerous types of on-the-job training and a formal efforts at executive growth (Shelomeya & Ragel, 2017). Job rotation can be defined as lateral transfer of workers amongst a number of different positions and responsibilities within jobs where both require diverse skills and tasks. Individuals study several different skills and complete each task for a specified time period. Rotating job duties helps staff to understand the different steps that go into producing a product and/or service delivery, how

their own effort affects the quality and competence of production and customer service, and how each member of the team contributes to the process.

However, job rotation enables individuals to gain more experience in several stages of the company's business and thus, widen their perspective. Job rotation is a developmental system that has been widely used and practices Zeira, (1974); Beatty, Schneier and McEvoy, (1987).

In addition, job rotation is a system through which the management regulates the employees' commitment, productivity and innovation in their descriptive jobs, also update them about the current trends in professional climate, which criticize any organizations in order to survive and compete in today's market driven system effectively (Ortega, 2001),

It is also believed that job rotation has the aptitude to decrease the amount of tediousness experienced by employees who work in the same position for extended periods of time. Job rotation is also experienced to allow qualified employees to gain more understandings into the processes of a company, and to reduce boredom and increase job satisfaction through job variation. Job rotation is of important to employees who participate by reducing job burn-out, laziness, and fatigue, which ultimately increase the level of worker satisfaction and incentive (Plowman, 2017). Higher performers compared to under performers are likely to link to job rotation because it is perceived to add to a greater improvement in skills (Bennett, 2013).

Many businesses, small and large, are attempting to improve work design systems by the development of job rotation strategy. Job rotation is a strategy conducted by organizations either private or public to improve employee performance and productivity (Schultz 2010). Job rotation is implemented in line with the business goals and human resource strategies of the organization. Job rotation can also be used to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Individuals learn several different skills and perform each task for a specified time period.

There are different reasons a company may choose to utilize job rotation such as using job rotation as a learning mechanism. There are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self efficacy. The company may benefit from using job rotation by having the ability to keep key staff within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable.

The present education system does not equip learners with specific knowledge meant for specific job position in organizations. Therefore, labor force contains few employees with the knowledge, right skills and competencies required by job positions available in the market. This has forced organizations to organize for extensive external and internal training program Bwhich are required by employees as well as to contribute to positive organizational performance, (Njoroge & Kwasira, 2013).Mutua (2017) in his assessment of the influence of human resource

management practices on employee performance in the health sector in Machakos revealed that training can be conducted through different techniques, away from job training and while on job training. When it comes to job training techniques, it involves equipping employees practically in a working environment. Among the best techniques applied during training include job rotation, orientation, mentoring, coaching, and demonstration. Akbari and Maniei (2017) defines job rotation as a planned on-the-job training geared towards developing and preparing employees for future job engagements by transferring an employee from one department to another to escalate his understanding of the job processes and enhance employees' abilities Kuzey (2012) encourages job rotation in organizations claiming that it promotes physical and psychological health of the labor force by developing attitudes positive to the employees, escalating variability of work via boredom, reduction, exhibiting intrinsic- motivation enhancing their health towards individual organizational position. Tarus (2014) also approves that the strategy of job rotation if properly implemented in accordance to the goals of the business and strategies of the human resource in an organization could help to stimulate the human mind from end to end of the different challenges. Job rotation is also practised to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job variation. Job rotation benefits employees who participate by reducing job burn-out, apathy, and fatigue, which ultimately increase the level of employee satisfaction and motivation (Plowman, 2012). Not all employees are open to the idea of job rotation. Higher performers compared to under performers are likely to like job rotation because it is perceived to add to a greater improvement in skills (Khan, 2010).

At senior management levels, job rotation is frequently referred to as management rotation, and is closely linked with succession planning thereby developing a pool of people and providing them with the knowledge and experience which makes them capable of stepping into an existing job. Here the goal is to provide learning experiences, which facilitate transfer and utilization of knowledge as well as changes in thinking and perspective.

Cosgel and Miceli (1999) pointed out that an increased satisfaction is one of the benefits of rotation. In their model, employees prefer to perform a variety of tasks rather than specializing in a single task and, as a consequence, job rotation increases job satisfaction. It is a potential solution to these employees lack of motivation since it inspires employees to achieve higher performance, allowing continuous growth at work, extended knowledge and skill, and increasing employee- customer quality. Scholars have all proposed that job rotation may help employees to acquire multiple capabilities and expand vision, and that it can be an approach to reduce job burnout. A study on the impact of job rotation on employees' performance with special reference Chukwuemeka Odumegwu Ojukwu University

The failure of management to identify the job rotation gaps for the areas that need skills and knowledge of employees. Due to the transformation, changes, lack of the importance of education necessity and features in sciences and technology and inability of employees to expose themselves. Some scholars state about importance of education and rotation: "actually, education is management" which means that without staff education in form of training, management basics will be insecure and in danger. Staff rotation is vital and inevitable which should be continuously noticed with management procedures; so that, other

management activities will be useful. In fact, rotation at jobs is one of the fundamental and logical ways for guidance of staff attempts in organization and it causes utilization of latent talents, imagination power and creation of intellectual flexibility in staff Mir Sepasi,(2007), Previous experience reminds us that changes in professional pathway of jobs and work methods are inevitable and the only solution is education and human resources development which can guide our present world to changing future world (Abtahi, 1997, p: 70)

THEORETICAL AND EMPIRICAL EVIDENCE

Theoretical Framework

Reinforcement Theory

The Reinforcement Theory, pioneered by Pavlov and Skinner has given wave to a new approach to motivation called the behaviour modification model" with emphasis with managing people by manipulating environmental processes". However, Skinner noted that by conditioning one's environment, behaviour of individuals within that environment could also be conditioned. Through the reward of an appropriate behaviour, the individual is encouraged to repeat such behaviour over and over again and by so doing, such behaviour is reinforced. By punishing an undesired behaviour, the individual is discouraged from repeating such behaviour and by so doing, he sees it as undesirable (Ezionye, 2002).Reinforcement could be positive, negative or neutral. A positive reinforcement is one that encourages a particular behaviour by appropriately rewarding the individual involved. A negative reinforcement is one that discourage a particular behaviour by appropriately punishing the individual involved. A neutral reinforcement is one that takes no action either to induce a repeat performance or discourages the repetition of such action (Ezionye, 2002).

Relevance of the theory

Reinforcement theory has been used in many areas of study to include job training, employee managemnr and motivating employees in the workplace. Reinforcement theories focus on observable behavior rather than needs theories that focus on personal states. Reinforcement theory is a form of operant conditioning and focuses on the environmental factors that contribute to shaping behavior. Simply put, reinforcement theory claims that stimuli are used to shape behaviors.

Empirical Evidence

Webometrics on Job Rotation and Employee Performance

| S N | Author (s) | TOPIC | Variables | Major findings |
|--------|--------------------|---|--|--|
| | Yusufu. (2015). | Relationship between self- efficacy and academic achievement of | between learners' efficacy academic | self- and The study revealed that there was no significant relationship between learners' self-efficacy and |

| | | | |
|---|--|--|---|
| | National Teachers Institute (NTI) Nigeria Certificate in Education distance learners in Adamawa State, Nigeria. | achievement. | academic achievement |
| Miebaka Zeb-Obipi, & Oroworukwo, (2020) | The relationship between self-efficacy and organizational resilience of Deposit Money Banks in South-South, Nigeria. | self-efficacy and organizational resilience | Results from analysis of data revealed that self-efficacy significantly influences organizational resilience of Deposit Money Banks in South-South, Nigeria |
| Oyewumi Ibitoye, & Sanni,. (2012). | examined job satisfaction and self-efficacy as correlates of job commitment of special education teachers in Oyo State | self-efficacy and job commitment | The result revealed that there was a positive significant relationship between job satisfaction and commitment. |
| Garba & Idachaba (2020). | The effect of self-efficacy and distributive justice on employees' performance in FCT area councils, Abuja | self-efficacy, distributive justice and employees' performance | Findings reveal that distributive justice and self-efficacy have a positive and significant effect on employees' performance |
| Olusola, (2011). investigated | self-efficacy, intrinsic motivation and job satisfaction on employees' productivity in Nigerian | self-efficacy, intrinsic motivation and job satisfaction and employees' productivity | self-efficacy, intrinsic motivation and job satisfaction will predict the job performance of industrial workers |

| | | | |
|--|---|---|--|
| Aramide, Adebisi, & Aderibigbe, (2013) | The impact of job insecurity, role perception and self efficacy on banker's affective wellbeing | job insecurity, role perception, self efficacy and banker's affective wellbeing | results showed that role perception, job insecurity and self efficacy jointly predicted affective wellbeing |
| Ohizu, & Okoiye, (2014). | investigated self-efficacy, emotional intelligence, achievement motivation and work-value orientation as predictors of career commitment of bank workers in Imo State Nigeria | self-efficacy, emotional intelligence, achievement motivation, work-value orientation and career commitment of bank workers | The result of the study revealed that the independent variables significantly predicted career commitment of bankers |
| Subuola .& Adebimpe (2017) | The contributions of self-efficacy and problem solving skills to the job performance of secretaries | self-efficacy, problem solving skills and job performance | that there is a significant combined contribution of self-efficacy and problem solving skills in the prediction of job performance of Secretaries in the public service of Ogun State. |
| Kikelomo, Seriki & Aboyade,(2018) | examined job satisfaction and self-efficacy of library personnel as determinants of their job performance | job satisfaction, self-efficacy and employee performance | Result obtained indicated that, the levels of job performance, job satisfaction and self-efficacy of library personnel in universities in Southwest Nigeria were high |
| Balogun (2016). | examined customer's and employee's responses to technology innovation, and their effects on the performance | technology innovation, and job performance | Findings revealed that technological innovation influenced banks employee's performance, customer's satisfaction and improvement in banks profitability |

of the Nigerian banks

| | | | |
|--|--|--|---|
| Ogbo, Kifordu & Ukpere, (2014) | the effect of workforce diversity on organizational performance of selected firms in Nigeria | workforce diversity and organizational performance | Findings revealed that workforce diversity has a positive effect on customer related issues in an organization |
| Akinnusi, I. Sonubi, & Oyewunmi, (2017) | examined fostering effective workforce diversity management in Nigerian organizations: the challenge of human resource management | workforce diversity and organizational performance | workforce diversity management has significant effect on the performance of organizations |
| Oduyoye Asikhia Binuyo & Olajide-Arise (2017). | the effect of workforce diversity on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria | workforce diversity on employee commitment | The result revealed that workforce diversity sub-variables had significant effect on employee continuance commitment |
| Akpakip, (2017) | the effects of workforce diversity on employee performance. | workforce diversity and employee performance | findings showed all aspects of workforce diversity used in the study has a significant relationship with employee performance except for ethnic diversity |
| Odita, & Egbule, (2015) | the effects of workforce diversity on organizational effectiveness in | workforce diversity and organizational effectiveness | The findings show that there is a significant positive relationship between the variables of workforce diversity and organizational |

| | | | |
|--|--|--|--|
| | Brewery industry using selected Breweries | | effectiveness |
| Ayat & Mohammad. (2019). | the impact of workforce diversity on the job performance in hotels operating in Jordan | workforce diversity and job performance | The results of the study supported the hypotheses that workforce diversity have a positive impact on job performance. |
| Amir, Khan, Sufyan, Maaz, & Abdul (2018) | the relationship and effect between demographic variables and Employee performance among the employees of Higher education sector in Swabi district, KP Pakistan | demographic variables and Employee performance | The findings of the study shows that there is positive relationship between independent variables (Age, gender, education background and ethnic diversity) and dependent variable (Employee performance) |
| Ugwuzor, (2014). | the relationship between Workforce Diversity Management and Corporate Performance of manufacturing firms in Nigeria | Workforce Diversity and Corporate Performance | The findings revealed that the apparent low performance rate of the Study firms may be traceable to poor management of surface and deep level diversity |
| Ukpabio, Oyebisi, & Siyanbola, (2016) | investigated how innovation affect the performance of manufacturing Small and Medium enterprises (SMEs) in a developing Nation | innovation and organizational performance | result shows that innovation, had significant positive relationship with firm performance |
| Onikoyi, (2017). | investigated the impact of product | innovation and organizational performance | The findings show that the impact of product innovation on organizational |

| | | | |
|--|--|---|---|
| | innovation on organizational performance | | performance was higher in the company when consumers perceive product innovation as stronger, more favourable and more unique |
| Dauda, and Akingbade (2011) | examine customer's and employee's responses to technology innovation, and their effects on the performance of the Nigerian banks | innovation, and organizational performance | Findings revealed that technological innovation influenced banks employee's performance, customer's satisfaction and improvement in banks profitability |
| Ndesaulwa, & Kikula, (2016). | The impact of innovation on performance of small and medium enterprises (SMEs) in Tanzania | innovation and organizational performance | The results from review further find that no consistent results on whether the innovations altogether influence firms performance |
| Ojo, Marius Anca and Florentina (2012) | the relationship between innovation, the financial performance of company and firm's competitive | Innovation and financial performance | The results revealed that there is a positive relationship innovation and the financial performance of company |
| Enyioko & Ikoro (2017) | Effect of Employees Training on Organizational Performance Study of Seven Up Bottling Company, Enugu State, Nigeria | Employees Training and Organizational Performance | Findings from the study reveal that the extent to which unsystematic approach of employee training affected organizational productivity was high |
| Ukoha & Nwuche (2017) | relationship between human capital development and corporate | Human capital development and corporate performance | results of the analysis revealed that there were strong correlation between the dimensions of human capital development and the |

| | | | |
|------------------------------------|---|--|---|
| | performance | | measures of corporate performance. |
| Edeh and Nwaji. (2017) | examined the association between employee training and organizational performance of deposit money banks in Abia State, Nigeria | employee training and organizational performance | The study found that employee training has a positive significant relationship with organizational performance. |
| Omosa, Onyango, and Onditi. (2018) | establish the influence of employee training on organizational performance | employee training and organizational performance | The findings indicated that there is a positive and significant influence of employee training on organizational performance |
| Ogbu & Osanaiye (2017) | impact of employee training on organizational performance of selected insurance firms in Abuja | employee training and organizational performance | The study observed that induction and orientation have significant impact on employee job effectiveness |
| Cross (2018) | impact of training on employee performance | training and employee performance | The study showed that employee skill, knowledge and ability gained from training has significant effect on productivity |
| Adekunle, (2017) | the effect of staff training and development on organizational performance with reference to Nigeria Bottling Company | training and organizational performance | findings from research hypothesis one shows that staff training and development has a significant positive and strong relationship with Organizational Productivity |
| Khan et al, (2011) | effect of Training and Development, On the Job | Training and Development, On the Job Training, | Results show that Training and Development, On the Job Training, Training Design and Delivery style |

| | | | |
|---|---|---|---|
| | Training, Training Design and Delivery style on Organizational performance | Training Design and Delivery and Organizational performance | have significant affect on Organizational Performance |
| Md. Mobarak, Choudhury, & Latif, (2019) | impact of training and development on employee performance | Training, development and employee performance | The study found out that employees are aware about training; employees are motivated through training; and training and development results into higher performance |
| Muhammad & Aiman (2015). | Impact of training & development on employees' performance in banks of Pakistan | Training, development and employee performance | Major findings were that most of the employees agreed to the item statements by making it clear that T & D had a positive impact on their Job knowledge, work quality & quantity, functional skills, and their motivation & loyalty and these are all linked to their performance |
| Halidu (2015) | Impact of Training and Development on workers' productivity via the TET Fund Academic Staff Training and Development 2010 Sponsorship | Training, Development and workers' productivity | Results revealed that training and development programmes improve employees' skills and performance at work place |
| Habib, Hossain, & Essien, (2016). | the effect of training on employees' performance in Nigeria hotel industry (Sheraton Hotel and Resorts, Lagos) as a case study | training and employees' performance | It is established that a significant relationship exists between the level of training and incentives to motivate employees' in enhancing their performance |
| Uanf (2015) | examined the | employees' | The result revealed that |

| | | | |
|---------------------------|--|--|---|
| | effect of employees' training and development on organizational performance in Nigeria | training, development and organizational performance | employees' training and development has significant effect on the performance of organizations |
| Maaly & Abedallah. (2015) | examine the attitudes of administrative leaders and administrative employees concerning the training courses provided, as well as the impact of training on employee job performance at Yarmouk University in Jordan | training and job performance | Results indicated also that there is relationship between effective training and employees' job performance |
| Adefope (2018), | the impact of training and development on employee performance in Radisson Blu Anchorage Hotel | Training, development and employee performance | The findings of this research indicated that the various training undergone in Radisson Blu Anchorage Hotel has impact on employee performance |
| Aborishade, (2018) | evaluates the effect of training and development on workers' performance in Nigerian College of Aviation Technology (NCAT), Zaria. | of training, development and workers' performance | it was found that the effectiveness of training and manpower is being threatened and undermined as there are cases of improper identification of employees' training needs, and selection criteria of trainees being compromised. |

2.5 Gap in Literature

Majority of the empirical studies reviewed such (Oparanma, and Nwaeke, 2018) examine the effects of job rotations on employees' performances in manufacturing companies in Nigeria. The skills and knowledge acquired from a job rotation enhances productivity, and that job rotation assists management in detecting and correcting wrongs. (Hiwa and Tehran, 2017) examined job rotation system and its influence on efficiency of staffs in Administration of sport and youth in Kurdistan. The results indicate that the effectiveness of job rotation in Administration of sport and youth in Kurdistan is above the average. The effectiveness of job rotation on efficiency of human resources in Administration of sport and youth is effective. (Rogers, 2017) examined the impact of job rotation on employees' performance a case study: Utrak Financial Services Limited. The study revealed that job rotation is an important programme for allowing employees acquire new skills, enhance staff productivity, develop new relationships across the company and gain skills needed for future career advancement.

From the analysis above, it is evident that there is gap in literature through varies of findings from different experts; this could be from the method of analysis used, model adopted and geographical location. This study will complement the existing literature by using ANOVA Method of analysis to examine the true situation of job rotation on employee's performance in public sector. Secondly, the study will choose Chukwuemeka Odumegwu Ojukwu University because no study has taken consideration in that aspect.

METHODOLOGY

The research design utilized in this paper is the survey design. The survey design enabled the researcher ensure systematic collection and presentation of data to give a clear picture of the relationship between job rotation and employee performance and make sound conclusion. The design was adopted because of its economic nature with samples, which are representative of the population such that findings from the selected sample can be fairly generalized to all the population. The scope of the study is the staff of Chukwuemeka Odumegwu Ojukwu University which has the population of 2532. Using the Borg & Gall (1973), sample size determination formular, the study sampled 486 staff. The study employed stratified random sampling techniques. Primary data were gathered using a self-administered 4-point Likert Scale questionnaire ranging from Strongly Agree to Strongly Disagree. The questionnaire had a reliability coefficient was 0,80 percent. The data collected were analyzed descriptively using percentage table, ANOVA Analysis and multiple regression techniques.

PRESENTAION AND ANALYSIS OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaires. Four hundred and eight-six (486) were administered, among the staffs of Anambra ministry of finance. However, four hundred and thirty-seven (437) questionnaires were retrieved. Therefore the analysis and interpretation of data were only based on the returned

questionnaires. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned.

4.1 Demographic Characteristics of the Respondents

4.1.1 Gender

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | MAN | 360 | 71.4 | 82.4 | 82.4 |
| | FEMALE | 77 | 15.3 | 17.6 | 100.0 |
| | Total | 437 | 86.7 | 100.0 | |

Source: SPSS Version 21, 2022

The above table reveals that the three hundred and sixty (360) of the respondents which represents 82.4% were male respondents, while seventy-seven (77) respondents which represent 17.6% were female respondents. By implication, male respondents were more than female respondents by 64.8% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 Status

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------|-----------|---------|---------------|--------------------|
| Valid | MARRIED | 293 | 58.1 | 67.0 | 67.0 |
| | SINGLE | 144 | 28.6 | 33.0 | 100.0 |
| | Total | 437 | 86.7 | 100.0 | |

Source: SPSS Version 21, 2022

In the table above, out of the four hundred and thirty-seven (437) respondents, two hundred and ninety-three (293) of the respondents were married. While one hundred and forty-four (144) respondents which represent 33.0 percent are single. It is therefore glaring that the majority of the respondents are single as at the time of this study. Thus marital status table help us to know the number of single, married, respondents that answered the distributed questionnaire

4.1.3 Level of Education

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | WAEC/NECO | 32 | 6.3 | 7.3 | 7.3 |
| | BSC/HND | 128 | 25.4 | 29.3 | 36.6 |
| | MSC/MBA | 198 | 39.3 | 45.3 | 81.9 |
| | PHD | 79 | 15.7 | 18.1 | 100.0 |
| | Total | 437 | 86.7 | 100.0 | |

Source: SPSS Version 21, 2022

The table above indicates that thirty-two (32) respondents which representing 7.3% maintained to have acquired WAEC/NECO while 29.3% of the respondents which represents one hundred and twenty-eight (128) BSC/HND. However One hundred and ninety-eight (198) which represent 45.3 percent maintained to have acquired either have MSC or MBA. The respondents that have tertiary professional (PHD) are numbered 79 which represent 18.1%. This as the one of demographic item that helps us to identify the education qualification of the respondent and placement value.

4.1.4 Age

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 18-25 | 85 | 16.9 | 19.5 | 64.8 |
| 26-33 | 82 | 16.3 | 18.8 | 45.3 |
| 34-40 | 116 | 23.0 | 26.5 | 26.5 |
| 41-50 | 98 | 19.4 | 22.4 | 87.2 |
| 51-ABOVE | 56 | 11.1 | 12.8 | 100.0 |
| Total | 437 | 86.7 | 100.0 | |

Source: SPSS Version 21, 2022

The table above shows that respondents whose age bracket falls between 18-25 yrs were eighty-five (85) which represent 19.5 percent. This is followed by those with age bracket of 26-33 years with eighty-two (82) which represents 18.8%. Also those within age bracket of 34-40 yrs were one hundred and sixteen (116) which represents 26.5%. Also those within age bracket of 41-50 yrs were ninety-eighty (98) which represents 22.4%. However, those with age bracket of 51-above were fifty-six which represent 12.8%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

4.2 Descriptive Analysis

This section presents the descriptive statistics of job rotation and employee performance. The aim of the analysis is to examine the effect of job rotation on employee performance in public sector: A study of Chukwuemeka Odumegwu Ojukwu University. The analysis of the individual characteristics of these variables is presented in the table below:

Table 4.2.1 Descriptive Characteristic of the Variables

| | Mean | Std. Deviation | N |
|------|--------|----------------|-----|
| EMP | 2.0435 | 1.21928 | 437 |
| SKD | 2.5034 | 1.36069 | 437 |
| INNO | 2.9016 | 1.44372 | 437 |
| SFE | 2.2471 | 1.35568 | 437 |
| TRA | 2.5286 | 1.29474 | 437 |

Source: Author’s Compilation from SPSS Version 21.0

This table present the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. The mean value for employee performance is 2.0435 while the standard deviation is 1.21928. skill diversity and innovation a mean value of 2.5034 and 2.9019 with a standard deviation of 1.36069 and 1.44372 respectively. Self-efficacy and training have mean value of 2.2471 and 2.5286 with standard deviation of 1.29474 and 1.29474 respectively.

4.4 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.3.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

| Model Summary ^b | | | | | | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | Sig. F Change | Durbin-Watson |
| | | | | | R Square Change | F Change | df1 | df2 | | |
| 1 | .465 ^a | .217 | .209 | 1.08413 | .217 | 29.870 | 4 | 433 | .000 | 1.673 |

a. Predictors: (Constant), TRA, SKD, INNO, SFE
 b. Dependent Variable: EMP

Table 3 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 46%. This implies that 46% of the variation in job rotation is explained by variations in skill diversity, self-efficacy, innovation and motivation. This was supported by adjusted R^2 of 46%.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.673 in table shows that the variables in the model are not auto correlated and that the model is reliable for predications.

Table 4.3.2 : ANOVA Result

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 140.431 | 4 | 35.108 | 29.879 | .000 ^b |
| | Residual | 507.743 | 432 | 1.175 | | |
| | Total | 648.174 | 436 | | | |

a. Dependent Variable: EMP
 b. Predictors: (Constant), TRA, SKD, INNO, SFE

The f-statistics value of 29.879 in table above with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent variables such as skill diversity, self-efficacy, innovation and motivation, can collectively explain the variations in job rotation in organization.

Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

T-Statistics and Probability Value from the Regression Result

| | | Coefficients ^a | | | | | | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | .702 | .138 | | 5.099 | .000 | .431 | 0.973 |
| | SKD | 0.089 | 0.052 | 0.099 | 2.699 | .010 | -0.014 | 0.191 |
| | INNO | 0.115 | 0.044 | 0.136 | 2.590 | .010 | 0.028 | 0.203 |
| | SFE | 0.116 | 0.056 | 0.129 | 2.072 | .039 | 0.006 | 0.227 |
| | TRA | 0.207 | 0.060 | 0.220 | 3.469 | .001 | 0.090 | 0.324 |

a. Dependent Variable: EMP

Table above shows the t-value of the individual variables and their probability values. Skill diversity variables have regression coefficient of 2.699 with a probability value of .010. This implies that skill diversity have a positive but significant effect on employee performance. Innovation has a regression t-test of 2.590 with a probability value of 0.10 implying that Innovation variables has a positive and significant effect on employee performance

On a similar note, self-efficacy variables have a coefficient value of 2.072 and a probability value of 0.39. This shows that self-efficacy variables have a positive and significant effect on employee performance.

Furthermore, training has a regression value of 3.469 with a probability value of 0.001. This implies that training has a positive and significant effect on employee performance

4.4 Hypothesis Testing

The need to examine the relationship between the collected data and the stated hypothesis has called for this section. This result will be compared with the statistical criteria to see if the preconceived notion in this research work holds or not.

Hypotheses Two

H₀₁: Skill diversity has no significant effect on employee performance in public sector

ANOVA

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 3242.5981 | 3 | 1794.190 | 4.742 | .015 |
| Within Groups | 6734.279 | 434 | 378.389 | | |
| Total | 77436.800 | 437 | | | |

Source: SPSS Version 21, 2022

The test table reveal that wide significance value (F. sig<.05) indicate group differences. Since the F- value of 4.742 which has a significance of .015 is less than .05 (i.e .001<.05), there exist no group difference among the variables. Therefore, Skill diversity has significant effect on employee performance in public sector.

Hypotheses Two

Ho₂: Innovation has no significant effect on employee performance in public sector

ANOVA

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 4838.324 | 3 | 2419.162 | 6.232 | .009 |
| Within Groups | 6598.476 | 434 | 388.146 | | |
| Total | 11436.800 | 437 | | | |

Source: SPSS Version 21 2022

We discover that in the F-statistics column the value for colleagues stress is 6.233, while its probability is 0.009 since its probability is less than 0.05% desired level of significance, we reject the null hypothesis and accept alternative hypothesis, which states that Innovation has significant effect on employee performance in public sector

Hypotheses Three

Ho₃: Self efficacy has no significant effect on employee performance in public sector?

ANOVA

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 2839.200 | 3 | 1419.600 | 2.807 | .018 |
| Within Groups | 8597.600 | 434 | 505.741 | | |
| Total | 11436.800 | 437 | | | |

Source: SPSS, Version, 2021

From the regression result, we discover that in the F-statistics column the value for Self efficacy is 2.807, while its probability is 0.018 since its probability is greater than 0.05% desired level of significance, we reject the null hypothesis and accept alternative hypothesis, which states Self efficacy has significant effect on employee performance in public sector

Hypotheses four

Ho4: Training has no significant effect on employee performance in public sector?

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|------|
| 1 | Regression | 6.911 | 3 | 1.382 | 7.613 | .000 |
| | Residual | 80.589 | 434 | 3.358 | | |
| | Total | 87.500 | 437 | | | |

Source: SPSS, Version, 20 2022

From the regression result, we discover that in the F-statistics column the value for Self efficacy is 7.613, while its probability is .000 since its probability is greater than 0.05% desired level of significance, we reject the null hypothesis and accept alternative hypothesis, which says Training has significant effect on employee performance in public sector

4.5 Discussion of the findings

Job Rotation and Employees’ Performance, however this approach has been widely used in large firms. Meyer (1994) identified job rotation as learning role in firms as employees get a chance to accomplish various task and changing roles. Job rotation is also identified as an applied approach and aggrandizes job related tasks. That is the reason job rotation is planned in the job training phase because it proves helpful while transferring employees from one job to another in order to learn more and increase their knowledge by doing various jobs. As a result efficiency of employees increase and it positively impacts the performance of employees. Job rotation refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks. As traditionally used, job rotation is low in both impact and complexity because it typically moves employees from one routine job to another. If all the tasks are similar and routine, job rotation may not have the desired effect on improving employee effectiveness and job satisfaction. However, job rotation may be of significant benefit if it is part of a larger redesign effort and/or it is used as a training and development approach to develop various employee competencies and prepare employees for advancement (Cheraskin et al., 1996).

Job rotation provides an opportunity for staff to work in different areas of the office, gaining valuable insight into the diverse work. It is also an opportunity to improve staff motivation and morale, particularly for those who have worked in one position for a long period of time, or whose job has repetitive or stressful elements. Job rotation opportunities will only be available to permanent members of staff Rotations also improve relationships across the office, leading to more efficient and effective exchanges of information and expertise (Marshall, 2006) . Job rotation is just one of the many workplace learning tools (Malinski,2002). While there have been many definitions of the practice (Earney and Martins, 2009) There is agreement that rotations occur among employees at the same level of responsibility within an organization for a fixed period of time. Job rotation schemes are often used with new graduate employees, especially in medium to large sized organizations, in preparation for appointment to a substantive post (Bennett, 2003). Job rotation can be seen to promote employee learning (in

that it makes employees more versatile) as well as employer learning (employers learn about individual employees strengths through rotation)

Conclusion and recommendation

Conclusion

It is conclusive to say that job rotation affects the employees' job performances positively, significantly and favorably in Anambra state ministry of finance. Job rotation should be married and made to work in consonance with other factors like quality of job, attitude of employees to the job, time spent on the job, better remuneration and motivation and other related matters which influence employees and performance in order for the firm to operate optimally. The process of job rotation enables employees involved to acquire more skills, Innovation, Self efficacy, knowledge and talents on the job and that entire process and retraining of workers in order to get the best out of them. Maximum productivity can only be attained when workers are adequately and properly trained and motivated. Management strives to avoid waste, loss of time and resources, production of substandard products, disruption in the production process, labor unrest, breakdown of machines and equipment in its operations. Job rotation aid and assist management in handling those issues by identifying and correcting errors, irregularities, personnel collusion, safeguarding assets and maintaining a sustainable internal control system. In view of this, one concludes that job rotation contributes immensely in a positive and favorable manner to employees performances in a given place. Supervisors should take the initiative to develop the employee skills in various fields so that total human efforts will be displayed in the respective job tasks to further enhance performance. The company has to benefit from using job rotation by having the ability to keep key staff within a company. The process should the company to run more efficiently, and as a result, become more productive and p profitable. Rotation decisions should be made by the employees opinions and taken together and thus the rotation decision will be accepted more easily. When the employee embarks on the path of rotation willingly and consciously, he will share the responsibility at the point of development of management skills.

REFERENCES

- Adekunle, A.M (2017). Effect of staff training and development on organizational performance: evidence from Nigerian bottling company. *Arabian Journal of Business and Management Review*. 10 (6) 10-19
- Akbari, A., & Maniei, R. (2017). The effect of job rotation on employee performance. *Research Journal of Management Reviews*, 3(1), 21-26.
- Akinnusi¹, D.M, Sonubi, O.O &. Oyewunmi, A.E(2017). Fostering effective workforce diversity management in Nigerian organizations: the challenge of human resource management. *International Review of Management and Marketing*, 7(2), 108-116.

- Akpakip, C. E. (2017). Effect of workforce diversity on employee performance in Nigerian banking industry (a study of first bank Nigeria ltd., Ota branch)
- Amir A, I Khan, F, Sufyan,M, Maaz U., Abdul B. (2018). The effect of workforce diversity on employee performance in higher education sector. *Journal of Management Info* 6(3); 1-8
- Aramide, O.K., Adebisi, K. S. & Aderibigbe, J. K.(2013). Impact of job insecurity, role perception and self efficacy on bankers' affective wellbeing. *Journal of Humanities and Social Science*.16 (1) 59-67
- Ayat M. & Mohammad.E (2019). Effect of workforce diversity on job performance of hotels working in Jordan. *International Journal of Business and Management*; 14, (4) 56-78
- Balogun E. O. (2016). Effects of information technology on organisational performance in nigerian banking industries. *Research Journal of Finance and Accounting*, 7 (3) 52-77
- Beatty, R. W., Schneier, C. E. & McEvoy, G. M. (1987). Executive development and management succession. *Research in Personnel and Human Resources Management*, 5, 289-322.
- Bennett, B. (2013). Job rotation: Its role in promoting learning in organizations. *Development and Learning In Organizations*, 17(4), 7-9.
- Cosgel, M. and Miceli, T. (1999). Job rotation: costs, benefits and stylized facts" NJ: Pearson Practice hall. P74, 2nd Ed
- Cross D. O (2018). Effects of training on organizational performance. *Asian Journal of Business and Management* 6 (5) 34-44
- Dauda, Y.A and W.A.Akingbade (2011) Technology innovation and Nigeria banks performance: The assessment of employee's and customer's responses. *American Journal of Social and Management Sciences*. 4 (6) 45-77
- Edeh O. F. and Nwaji C. C. (2017). Employee training and organisational performance of selected deposit money banks in Abia State, Nigeria. *International Journal of Management Sciences*. *International Journal of Management Sciences* 6 (2) 1-13
- Enyioko V.U., & Ikoru E. I (2017) Effect of employees training on organizational performance: A Study of Seven-Up Botlling Company, Enugu State Nigeria. *International Journal of Economics and Business Management*. 3 (10) 12-24
- Garba S. Y. & Idachaba O. I. (2020). Effect of self -efficacy and distributive justice on employees' performance in Federal Capital Territory Area Councils, Abuja. *International Journal of Small and Medium Enterprises*, 3 (1) 34-55
- Khan, F., 2010. Study Clarifies Job Rotation benefits.

- Khan, R. A. G., Khan, F. A. and Khan, M. A. (2011). Impact of training and development on organizational performance. *Global Journal of Management and Business Research*, 11(7): 63- 68
- Kikelomo, A. Seriki S., W.A. & Aboyade, H. O.(2018). Job satisfaction and self-efficacy as determinants of job performance of library personnel in selected university libraries in south west Nigeria
- Miebaka D. A, Zeb-Obipi, I. & Oroworukwo, N (2020). Self-efficacy and organizational resilience of deposit money banks in South-South Nigeria. *International Journal of Management and Marketing Systems*, 13 (7) 57-73
- Mutua, J.M, Kinyili, J & Arasa, R (2017). Assessing the influence of human resource management practices on employee performance in the health sector in machakos county, Kenya. *International Journal of Economics, Commerce and Management* 4 (10) 282-322
- Ndesaulwa, A.P & Kikula, J (2016). The impact of innovation on performance of small and medium enterprises (SMEs) in Tanzania: A Review of Empirical Evidence. *Journal of Business and Management Sciences*, 4, (1) 1-6
- Njoroge, W., & Kwasira, J (2013) Influence of performance and reward on employees at nakuru count government. *Journal of Business and Management*, 17/11 , 87-93.
- Odita, A.O & Egbule, S (2015) Workforce diversity and organizational effectiveness in Nigerian brewery industry. *Developing Country Studies*, 5 (8) 74-89
- Oduyoye O, Asikhia O, Binuyo A. & Olajide-Arise T.(2017). Workforce diversity and employee continuance commitment of selected deposit money banks in Lagos state, Nigeria
- Ogbo, A. I., Kifordu A. A. & Ukpere, W.1 (2014) The effect of workforce diversity on organizational performance of selected firms in Nigeria. *Mediterranean Journal of Social Sciences*, 5 (10) 231-247
- Ogbu J. O, & Osanaiye J. I. (2017). Impact of employee training on organizational performance. a study of selected insurance firms in Abuja-Nigeria. *European Journal of Business and Management* 9 (14) 64-78
- Ohizu, E. C. & Okoiye, O. E. (2014). Self-efficacy, emotional intelligence, achievement motivation and work-value orientation as predictors of career commitment of Bank Workers in Imo State. *Journal of Business and Management*, 16 (1) 55-62
- Ojo, Marius Anca and Florentina (2012) Examined the relationship between innovation, the financial performance of company and firm's competitive. *African Journal of Business Management* 11(12), 261-265,
- Olusola, O (2011). Intinsic motivation, job satisfaction and self-efficacy as predictors of job performance of industrial workers in Ijebu zone of Ogun state. *Journal of International Social Research* 4 (4) 67-89

- Omosa, J onyango, M and Onditi.A (2018) Influence of employee training on organizational performance: a case of kisii county government, kenya. *Int. J. Adv. Res.* 6(10), 35-40
- Onikoyi, I. A.(2017) Impact of product innovation on organisational performance (A Survey of Nestle Nigeria Plc). *Journal of Marketing and Consumer Research*, 37 (4) 23-45
- Ortega, J. (2001), job rotation as a mechanism for learning. Centre for labour market and social research, (work paper 2000-04) Parker, E. (2000).Succession planning for Senior Staff positions. Executive Fire Officer Research paper. Emmitsburg, MD: National Fire
- Oyewumi A., Ibitoye, H.O. & Sanni, O. B. (2012). Job satisfaction and self-efficacy as correlates of job commitment of special education teachers in Oyo State. *Journal of Education and Practice* 3 (9) 95-107
- Schultz, D., Schultz, S. E. (2010). Psychology and work today. Boston : *person*, pp.136,144.
- Shelomeya R.and V. R. Ragel (2017). Effects of job rotation, role stress and job satisfaction on organizational citizenship behavior of bank employees. *Asian journal of economics, business and accounting*. 4(3): 1-10,
- Subuola C. A.& Adebimpe O.A.(2017) Contributions of self-efficacy and problem solving skills on secretaries' job performance in Ogun state public service, Nigeria. *Journal of Education and Practice*. .8, (11), 109 - 125
- Tarus, B. K. (2014). Effects of job rotation strategy on high performance workplace, in lake victoria north water services board, Kenya. *International Journal of Business and Management*, 9(11), 139.
- Uanf S. P. (2015) Training and development: managerial tools for organizational performance. The Academic Conference of African Scholar Publications & Research International on Achieving Unprecedented Transformation moving World: Agenda for Sub-Sahara Africa. Vol.3 No. 3. 21st May, 2015
- Ugwuzor, M. (2014) Workforce diversity management and corporate performance of firms in Nigeria. *International Journal of Business and Management Review* 2 (4) 36-46
- Ukoha,O. & Nwuche C. A. (2017). Human resources development and corporate performance: a study of food and beverages firms in Port harcourt ISSA Taiye Eletu. *International Journal of Advanced Academic Research*. 3 (6) 63-77
- Ukpabio, M. G., Oyebisi, T. O. Siyanbola, O. W. (2016). Effects of innovation on performance of manufacturing SMEs in Nigeria: An empirical study. *Research Journal of Finance and Accounting*, 7 (3) 56-78
- Yusufu G. B. (2015). Relationship between self-efficacy belief and academic achievement of distance learners in national teachers institute (NTI) Adamawa state, Nigeria.
- Zeira, Y. (1974). Job rotation for management development, *Personnel*, 51(4), 25-35.