



**THE PRACTICE OF JOB ROTATION AMONG OFFICERS
OF INSTITUT LATIHAN PERINDUSTRIAN KOTA SAMARAHAN**

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Masters

PhD

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THE PRACTICE OF JOB ROTATION AMONG OFFICERS OF INSTITUT LATIHAN
PERINDUSTRIAN KOTA SAMARAHAN

SITI SURYANI BINTI HALEM

This project is submitted
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The project entitled 'The practice of job rotation among officers of Institut Latihan Perindustrian Kota Samarahan' was prepared by Siti Suryani Binti Halem and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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ABSTRACT

This study aimed to explore the understanding of job rotation practice from view of officers in organization. The understanding of job rotation among officers difference from one another. The research was conducted at Institut Latihan Perindustrian Kota Samarahan, Sarawak. There were six informants who participate in this study which is consists of officers. Semi-structured interview method was used for this research in order to gather valid, objective and manageable data. The finding showed the understanding of job rotation among officers is at intermediate level and there is no universal understanding on job rotation among them. Based on the findings, it showed that the officers aware the practice of job rotation and the contribution towards individual as well as organization development. Besides, the informants also aware the factor that influence and the barriers faced by implementing job rotation. Content analysis was conducted to answer the research questions and produce the final result for the report. At the end of this study, it can be concluded that this research meets all four research objectives.

Keywords: Job rotation practice, officers

ABSTRAK

Kajian ini bertujuan untuk mengkaji pemahaman mengenai amalan penggiliran pekerjaan di tempat kerja dari segi pandangan pegawai. Kajian ini dilakukan di Institut Latihan Perindustrian Kota Samarahan, Sarawak. Terdapat enam orang informan yang mengambil bahagian dalam kajian ini iaitu terdiri daripada pihak pegawai. Kaedah temu bual separa berstruktur digunakan bagi penyelidikan ini untuk tujuan mengumpulkan data yang sah, objektif dan terkawal. Melalui kajian ini, didapati bahawa pemahaman mengenai amalan penggiliran kerja dalam kalangan pegawai adalah berbeza antara satu sama lain di mana tiada pemahaman universal mengenai amalan ini dan pemahaman mengenainya berada di peringkat menengah. Hasil kajian ini juga menunjukkan bahawa pegawai mengetahui tentang pelaksanaan amalan penggiliran kerja di Institut Latihan Perindustrian Kota Samarahan serta sumbangannya terhadap pembangunan individu dan juga organisasi. Selain itu, faktor yang mempengaruhi pelaksanaan dan halangan yang dihadapi dalam melaksanakan amalan ini juga dikenalpasti. Analisis kandungan dilakukan untuk menganalisis data yang diperolehi bagi menjawab objektif kajian dan menghasilkan laporan akhir. Pada akhir kajian ini, dapat disimpulkan bahawa penyelidikan ini memenuhi keempat-empat objektif kajian.

Kata Kunci: Amalan penggiliran kerja, pegawai

CHAPTER ONE

INTRODUCTION

1.0 Background of Study

Job rotation is one technique were design to improve organizational productivity. According to Mahalakshmi, and Uthayasuriyan (2015) almost every organization today desperately spends huge amount of money on training activities in order to improve organizational performance and have been said that job rotation is a best way or training activities to spend on as well as to develop employee because employee satisfaction will enhanced and this will lead to organization productivity improvement. Besides, through this job design also the management can recognize and choose the best employee to fit on certain position. This is because the rotation technique can give the employee opportunity to perform different job so that experience, skill and ability can be gained whereas the employer or top management can identify the employee competencies to be located in the right place. Even job rotation is a development technique was often been used in organization, but it still received little attention in human resources studies (Huang, 1999). So the empirical study in this research topic should be expanded.

After the following year's the study about this topic was expanding but it more on quantitative research. The qualitative research is still receiving a little attention from the researcher. For example, 2012 the research about the impact of job rotation on employee performance have been done in triangulation method which is combination between qualitative and quantitative method. The following year which is 2013, 2015, and 2017 the study still mostly be done in quantitative method like the studies about the influence of job rotation on career development by Md Lazim Mohd Zin, Faridahwati Mohd Shamsudin & Subramaniam (2013), The effect of job rotation on career management (Md Lazim Mohd Zain, 2015) and Impact of job rotation on employee commitment and job

involvement (Mahalakshmi, and Uthayasuriyan, 2015) and Job rotation & Its Impact on employees' performance by Mohamamed Omer Idris Salih et al, (2017).

The qualitative research that conducted in year 2018 is about the role of job rotation practice towards the performance of employee in Kantor Pelayanan Kekayaan Negara Dan Lelang (KPKNL) by Tumpia, & Rumokoy and the research about the influence of the implementation of job rotation on employees' perceived job satisfaction by Wyk, Swarts, & Mukonza.

Therefore, the purpose of this study fills the gap by exploring the practice of job rotation among employee in Institut Latihan Kota Samarahan. Not only that, the existing gap that make this topic become interesting and want to explored is the area scope. So, by having this gap the study about this topic were conducted.

1.1 Problem Statement

Job rotation always associated with preventing stagnation and job boredom in organization. This is because job rotation as systematic movement of staff from job to another (Mohammed Omer Idris Salih et al., 2017). Through this situation the staff will feel excited and enjoy doing the work were given because the staffs feel refreshing while doing something different in their life. So, the feeling of boredom on the job and stagnation stage can be avoided. If this feeling can be avoided it will help the organization retain the employee and the issues of moving to another organization will not happen. That is why this study emphasis on the practice of job rotation in organization so that the management can apply this job design in the organization to ensure those issues can be avoided.

Even the practice of job rotation giving the positive impact while applying it, sometime the practice of this technique also giving the difficulties when applying this

type of job design such as fitting the skill level of the staff with the job, the cost of implementation, expenses of educate or train the new staff, and the problem with exposing untrained staff to hazardous situation. (Malinski as cited in Adjei, 2012). In addition, besides having a good impact, job rotation also have side effect when applying it. Therefore, the purpose of this study was conducted in Institut Latihan Perindustrian Kota Samarahan is to know the impact of practice job rotation on that organization.

This study also conducted because mostly the past researches about this topic have been done in quantitative method and only few of qualitative research have been done. That is why the qualitative research conducted to know the detail about this topic. Not only that, this research were conducted because, the past research about job rotation mostly conducted in Asian and Western context like South Africa, Nigeria, Sivaganga, and Sudan but less in Malaysian context. Even though have been done in Malaysian context but it from Japanese company for example the study about the influences of job rotation on career development towards production employee in Japanese companies. Besides, there are few of research was done in Malaysia about job rotation topic for instance, the research about the effect of job rotation on career management by Md Lazim Mohd Zin, however this research was done in quantitative method and not qualitative method. That is why, this study will be conducted in qualitative technique because want to explore more about the practice of job rotation in Malaysia perspective. Last but not least, the gap for this study is in term of sector. Mostly past research have been done in banking, hospital, and manufacturing sector but have not been done in Industrial Training Institute Sector. So this study will fill the gap in term of sector whereas this research will be conducted in Institut Latihan Perindustrian Kota Samarahan.

1.2 Objective of Study

1.2.1 Main Objective

The main objective of this study is to explore the practice of job rotation among officers of Institut Latihan Perindustrian Kota Samarahan

1.2.2 Specific Objective

1. To explore the understanding of job rotation practice from view of officers in Institut Latihan Perindustrian Kota Samarahan
2. To identify barriers of job rotation in Institut Latihan Perindustrian Kota Samarahan
3. To explore the factors that influences the practice of job rotation in Institut Latihan Perindustrian Kota Samarahan
4. To identify the effect of applying job rotation in Institut Latihan Perindustrian Kota Samarahan

1.3 Research Question

1. What is job rotation from officers understanding?
2. What are the barriers of job rotation in Institut Latihan Perindustrian Kota Samarahan?
3. What are the factors that influence the practice of job rotation in Institut Latihan Perindustrian Kota Samarahan?
4. What are the effects of applying job rotation in Institut Latihan Perindustrian Kota Samarahan?

1.4 Research Framework

Research framework is research activities that can be used to produce specific output about the study (Rusli Ahmad, Hasbee Usop, Azman Ismail, Sopian Bujang, and Nur Naha Abu Mansor, 2014). This type of framework suitable used for qualitative research and the researcher used this type of framework to conduct the study.

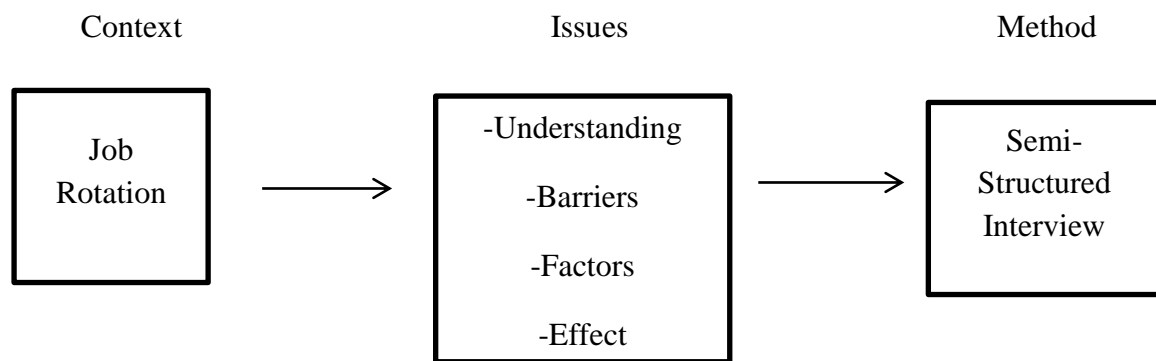


Figure 1. Research Framework

1.5 Significant of Study

The significant of this study is to give insight to the organization that employee satisfaction, retention, performance, motivation and productivity can be driven by using job rotation. Job rotation can enhance staff productivity because the movement from one job to another can help the staff gain experience, skill and knowledge about something new that can make them commit on the task were given as well as to boast the level of satisfaction. Besides, the finding of this study will provide the organization about the input of the understanding of job rotation from employee view, the factor that influence the practice of job rotation, the barriers of job rotation and the effect of applying job rotation in Institut Latihan Perindustrian Kota Samarahan.

According to Kaymaz as cited in Md Lazim Mohd Zin (2015) the importance of implement job rotation policy is when the uncertainty about the productivity and profitability of person at different job, when the organization adopting a new technologies, and when to learn more about different employee activities in organization is the most suitable time to applying job rotation on organization because through this situation the top management can tackle the problem that occur on organization. That is why this study emphasis on applying job rotation to show the importance of this job design to the organization.

While providing the organization and Human Resources practitioner with some idea about the importance of applying job rotation in organization, this study also give an idea to the future researcher the suitable method that was using while doing this similar research. The suitable method using to conduct this research was qualitative method because through this method researcher will get through in depth information about this topic.

1.6 Limitation of Study

There are a few limitations in doing this study which are in terms of method, scope of number of informants and focusing on the target group. The method used in conducting this study is only a qualitative method and the technique used is an interview. The categories of interview used are semi-structured interviews because they require the researcher to explore more about the topic and enable them to get more or detailed information as well as while using these categories the interviewer and interviewee are allowed to go into detail when needed. The limitation of this study is also focusing on employees only because the researcher wants to know their perception on job rotation. From this perception, the impact and issues that occur when applying job rotation in an organization will be known. Besides, the small number of informants for this study is also one of the limitations. This is because the number of informants is only six since it was using an interview technique because it is hard to get a large group of informants. Not only that, this number of informants is considered acceptable because the interviewer was an expert on this topic since the organization is applying this type of job design.

1.7 Definition of Terms

Definition of terms can be categorized into two, which are conceptual and operational. In this study, the definition of the term being researched is job rotation.

Job Rotation

Conceptual

According to Talwo, Olalekan, and Emmanuel Abiodun (2019), job rotation refers to moving an employee from job to job that enables them to add variety and reduce boredom by allowing them to perform a variety of tasks. Job rotation may not have the desired effect of improving the effectiveness and job satisfaction of an employee if all the tasks are similar, but it may give significant benefits if used as a larger part of a redesign and used as training and development.

approaches (Cheraskin et al., as cited in Talwo et al., 2019). There are two form of job rotation which are within-function rotation and cross-functional rotation. Within-function rotation mean rotation between job that have similar level of responsibility, operational and functional while cross-functional rotation is movement between job that have different parts responsibility, department and functional (Bennett as cited in Adjei, 2012).

As stated by Mohammed Omer Idris Salih et al (2017) job rotation is a systematic movement of employee from one job to another job that involved lateral transfer which enable employee to work at different job and gain skill, knowledge, and managerial experience. Job rotation also defines as management technique where the employee shifted from one job role to the other, with purpose of familiarizing the employee with all the verticals of an organization (Business Jargons,2019).

Operational

In this study, job rotation refer to the movement of employee form job to another job by the top management as a technique to improve organizational productivity as well as enable the employee gained new experience, skill, and knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.0 Concept of job rotation

Job rotation defined as lateral transfer of the employee between job in organization (Mohammed Omer Idris Salih et al., 2017). As stated by Middlesworth (2019), job rotation refers to structured interchange of employee in organization between different job in certain period of time. Through job rotation, employee required to take more duties and enlarge on physical demand because the variety of task given. Job rotation policy enable the employee develop new skill, knowledge, and get the better understanding the operation in organization (Md Lazim Mohd Zin, 2015). According to Management Study Guide job rotation is where the employee shifted between two or more job as well as assignment by the management. Job rotation as pre-planned that giving benefit to the both of management and employee. This is because job rotation help the management discovering employee talent and give the individual or employee opportunity to explore their own interest and gained different skill and experience at different field (Management Study Guide, n.d). Routine work could easily lead the individual to boredom. This situation usually occur in organization where the employee have to face or do the same job for a long time then will lead to boredom and dissatisfied with the job. That is why, job rotation adopted to address employee problem like feeling of boredom, monotony, and fatigue in organization (Hsieh and Chao as cited in Wyk et al., 2018). Therefore, job rotation has been examined as one of the strongest analysts to commitment and burnout whereas can decrease the boredom while doing the same task and increase commitment as well as productivity in organization (Faisal Khan, Qaiser Khan, Arab Naz, and Nasar Khan, 2017).

2.1 Discussion of issues related to topic

An issue related with this topic is stagnation and job boredom in organization. Nowadays employees tend to feel unmotivated and feeling bored while doing the same task in a long period. Then this situation can lead to poor productivity on organization and the serious issues like high absenteeism as well as turnover among staff will happen. So, to handle this problem the top management should know the best way to overcome this problem. According to USA Today magazine as cited in Dhanraj and Parumasur (2014) job rotation have been found to relieve boredom and monotony. This is because the systematic movement can make staff feel excited and enjoy while doing the work due to the variety or different type of task can make the employee experience new environment. Not only that, moving to different department also help the staff to know each other very well and make a new friend as well as strengthen the bonding in organization. Through this situation, the issues of boredom on the job and stagnation stage can be avoided thus can retain the staff in organization.

According to Dolezalek as cited in Mahalakshmi, and Uthayasuriyan (2015) almost every organization spend huge amount of money on training activities whether in term of technical, managerial, or personal development, with a hope that investment would result in improving the organizational performance. Organizational performance can enhanced by engaging the employee to the organizational goal and developing them. By knowing the organizational goal it can help the employees engaged with the work passionately as well as deliver the best performance to enhance the organizational performance. To ensure the development happen in the organization the top management should play an important role. Job rotation have been said to be an excellent way for the organization to develop the employee (Beatty et al., as cited in Mahalakshmi, and Uthayasuriyan, 2015).

That mean, job rotation can be used as training activities that can help to develop staff in organization.

2.2 Discussion of related theory/model

On this study the related model that has been founded while doing this research is the Job Characteristic Model (JCM). Job Characteristic Model has been introduced by Hackman & Oldham in work redesign book to maintain motivation on job. Work redesign began in the 60s and is aimed of this work redesign is restructuring the tasks and responsibilities to make the employees feel more motivated (Janse, 2018). This theory consists of five job characteristics which are skill variety, task identity, task significant, autonomy, and feedback. As stated by Dhanraj and Parumasur (2014) the five job characteristics are:

- **Skill variety:** The degree to which the job requires a variety of different activities or task so the employee can get different skills and talents that will be used in their life.
- **Task identity:** The degree to which the job requires a completion as a whole. These involve the employee able to work on an entire process, rather than just a pieces of work.
- **Task significance:** The degree to which the job give a significant impact on the lives or work to the employee.
- **Autonomy:** The degree to which the job give a freedom, independence, power, and authority to the employee in scheduling the work as well as procedures to carry out the task.
- **Feedback:** The degree to which carrying out the work activities that required, resulting in the individual obtain direct and clear information about the effectiveness of their performance.

To redesign work, the organization needs to consider this five of characteristic to ensure the effectiveness of job design. According to Tumpia, and Rumokoy (2018) job rotation as one technique designed to enhance employee motivation, performance and job satisfaction because this approach moving employee from one specialized job to another.

2.3 Discussion of past related finding

Past related finding have been done in qualitative research is entitled the influence of the implementation of job rotation on employees' perceived job satisfaction (Wyk, Swarts, and Mukonza, 2018), aim to identify the influence of implementation job rotation on employees' perceived job satisfaction and the key factor that would influence the adoption of job rotation in University of Technology, South Africa. The result from this research is the participant feel the implementation of job rotation would positively impact job satisfaction and certain key factor should be taken into consideration. In this study, majority participant indicate job rotation have positive influence on perceived job satisfaction. That is because through job rotation the experience and knowledge can be gained, personal growth, acquisition of skills, a broader view, variety and a broader scope and the sharing of knowledge and experience. Not only that, job rotation also to challenge people, to reduce boredom, to develop other processes and to promote new ideas (Wyk et al., 2018). Besides, the research have been done in qualitative method also is the studies that conducted in Kantor Pelayanan Kekayaan Negara Dan Lelang (KPKNL), Role of Job Rotation Practice to Employee Performance. These study aims to identify, explore, and describe the role of job rotation practice toward employee performance in KPKNL. The population for this research is the whole KPKNL employee who had experienced job rotation which is 10 respondents was taken as a sample to do interview in order to get a good result. From this study, job rotation has been found to bring positive impact for employee which is can develop the performance of employee in organization. There are three factor were using as instrument to