

The Influence of Job Rotation System on Human Resources Productivity (Case Study: Administration of Sport and Youth in Kurdistan)

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Abstract: The main goal of research is evaluation of job rotation system and its influence on efficiency of staffs in Administration of sport and youth in Kurdistan. The approach is to identify the influence job rotation system based on the theory of Nanaodomi and the influence of efficiency of staff based on the theory of Hersi & Goldsmith and two theories have been created. The statistical population is the staff of Administration of sport and youth in Kurdistan who are 553 persons. The volume of statistical sample based on Cocoran equation is 222 persons which are chosen based on stratified Sampling method. Two questionnaires have been used (Nanami Adomi's questionnaire on influence of job rotation system, Hersi & Goldsmith's questionnaire on efficiency of staff) and they are given to the sample population after the evaluation of validity and reliability. To analyze the statistical data, descriptive and inferential statistical methods were used. Thus, for classifying, summarizing and describing data Descriptive statistics was used and to evaluate the test hypotheses on inferential level, one group t-test, Kolmogorov-Smirnov, Spearman's regression was used. 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.

Key words: Effectiveness • Job Rotation • Effectiveness of Work System

INTRODUCTION

The importance of human resources development in order to exploit is obvious. Education in various fields is important to enhance knowledge, job skills, employee's behavior in any organization in order to develop and equip the staff and ultimately more efficiency of organization. Nowadays the human resource is the most valuable factor of production and the most important asset of any organization and to make human capability to any organization. Human resources management includes all management decision and actions that effects on the nature of the relationship between the organization and employees or human resources.

Therefore, human resources management is very important in an organization, however, the nature of such a management requires cooperation with other managers and supervisors and all of those responsible for supervision, control and coordinate of the human resource [1]. The style and method of organization

management is directly linked to efficiency. For instance, method and model of mechanical management will bring efficiency to organization in short term and it will indicate the high efficiency index in all factors (Manufacturing and services). But in this method (Management) the development of efficiency will not be sustainable and soon its speed and stability will decrease. Although in organic management method there won't be significant growth in efficiency but in long term there will be growth in index of efficiency in organization [2].

Since in between production factors, on like other organization resources, the factor of human resources in known as sentient and coordinator and also it's the main reason in increase and decrease of organization efficiency therefore it is of great importance and it must be under great attention. This role is more important in service organizations, because human is the main element in work and services.. Also the concept of efficiency and development in healthcare division makes the importance of this subject double, because of its unique

characteristics which include severe resource constraints, the needs of all people to health services, lack of economic thinking and the necessity of human thinking in providing the services, expensive equipment and etc. [3]. Various definitions have been offered for job performance, but what is common in all these definitions is how to do the activities and responsibilities which are assigned. Some apply that the performance of human resources is the efficiency of job. But it should be considered that performance has higher meaning than just input and output. Performance is total behaviors that people show in connection with their jobs [4]. In other definition performance is to accomplish the duties that have been assigned to human resources by the organization [5].

In a relatively comprehensive definition, performance is efficiency and effectiveness in assigned duties and some of the personal data like causing accident, delay in attending to work, absence and being slow at work. In this definition efficiency means the ratio between output that is achieved and the resources that are used. Effectiveness is the achievement of predetermined goals. On the other hand, the factors like absence, working slowly, delay and causing accident can be appropriate measure to evaluating their performance. Performance can be categorized into individual, group and organizational. Effective factors of individual performance are as follows: ability, learning, personality, perception, motivation [6].

A common definition which many management scholars present on effectiveness is as follows: "The effectiveness of the amount that organization goal has been achieved". Organization can define several purposes as its own goals. The goals like: "employee satisfaction, customer satisfaction (Clients), quality of products, services and etc. and its effectiveness can be measured by the achievement of predetermined goals. Effectiveness is paying attention to the efficiency or correct and proper output. The meaning of quality is within the definition of effectiveness. Most experts believe that the success of organizations depends on activities of satisfied employees, motivated and creative that know the goals of organization and try to achieve them and in this case managers will be able to bring the capabilities of people from potentiality to put into action. One of the strategic duties of organization management is to create an atmosphere to help to improve the talents and abilities by special techniques. Job rotation is one of the management strategies in the field of human resources management in which the various positions are provided by moving employees with various incentives and contingency. If

the position of employees can be changed with the jobs that they are familiar with, job rotation is done [7]. By job rotation we can change people who are who are not holistic into people who see and understand things on a wider scale [8]. In addition to that if the job rotation is done based on qualification, experience and knowledge that they have gained during service, it mostly ends up enhancing people's job or their job and responsibilities will be changed. With that people will become familiar with more jobs and in their jobs they will experience more diversity. Also they will become more suitable for the organization and their motivation will increase. If the job rotation be done it will have positive or negative influence on organization operation [9]. Its positive influence is as follows: managers will be familiar with problems and difficulties of other parts of the organization, increase in coordination and increase in decision making by experience and learn new materials, thus providing their growth, reduction in uniformity of jobs, increase in motivation and conducting informal organizations, it will prevent that some works be done by certain people and the staff will develop the attitude of variation (Taking risk), reduce bias and also caring for other jobs and etc. [7]. One of the effective factors in the field of human resources is job rotation which one of the management solutions is to shifting workers in equivalent businesses. Job rotation improves employee performance, job knowledge and development of skills. Scientists suggest that job rotation will help employees to increase their abilities and widen their perspective. Although job rotation has many advantages but one of its main disadvantage is that organization must prepare itself to counter with inexperienced staff which are transferred into new position. In Iran there are few researches on the influence of job rotation are done which their results are not the same. Organization justice and trust are two factors in organizational attitude that have great influence on staff performance. Fujino and Nujima did a research about job rotation on Japanese nurses and their result indicates that job rotation is effective on advancing career development [10].

Moqimi *et al.* [11] in a research concluded that job rotation depends on managers and staff satisfaction. In other words, managers whose job is rotated is more satisfied. 12. Earney & Martins showed that more than half of the people are disagree with job rotation and they believe that it causes chaos and basically it makes people worry and they are intimidated by job rotation and keeping their current job position is more important [12].

Khaki [10] in its research concluded that there is significant relation between job rotation and performance of Customs Administration staff of Tehran. The result of a research shows that Employee turnover increased job satisfaction and organizational commitment. Ho WH and its coworkers [3] investigate the relation between job rotation and job satisfaction and organizational commitment. They concluded that job rotation has significant relation with organizational commitment and staff satisfaction. The influence of job rotation on performance of human resources of Health organizations in Iran has not been much investigated. In researches are mostly done on industries, education, banking and customs that are limited in their own level [13].

Soekiman[14]. in Malaysia investigated the influence of efficiency of human resources on project performance and he showed in large company's equipment has a significant impact on efficiency and in moderate and small company consultants have great impact. Also researches indicate that in large, moderate and small company health and safety must be considered, because these factors can affect the project duration Adomi [7] investigated the job rotation on Nigeria libraries. The results indicated that job rotation is well known as an opportunity to learn more and avoid the recession among employees. It can be concluded from the research that a proper job rotation will lead to: 1. Reducing the control and supervision of staff. 2. Increase knowledge. 3. Preparations for the promotion and management. 4. Correct determination jobs for people. 5. Improving social communication. Suthar *et al*[15]. investigated the influence of job rotation on organization performance of Indian companies. The results of the analysis showed that job analysis increases efficiency. Also with managing the job design, description, features and job evaluation, the performance of organizations will be increased. Also there is a direct relationship between corporate policy and organization performance

Research Methodology: The research methodology in term of type, regarding research goal of evaluation of effectiveness if job rotation system and its influence on efficiency of human resources, is applied research. The statistical society of current research is all of the administration of sport and youth in Kurdistan who are 122 persons in total. Using Cocaran sampling method 22 persons were selected as by random sampling. Two questionnaires have been used (Nanami Adomi's questionnaire on influence of job rotation system, Hersi

& Goldsmith's questionnaire on efficiency of staff). The internal reliability of two questionnaires based on Cronbach's alpha evaluation was calculated as 0.7984 and 0.8650. To analyze the data, descriptive and inferential statistical methods were used. Thus descriptive statistics method has been used for classification, summarization and statistical data describing (Average, variance, charts, etc.).

RESULTS

Part I: Descriptive Findings: Describe the research findings, including age, marital status, gender, work experience and education are the charts of 1 to 5 are shown schematically.

As the figure (1 and 2) show that the percentage of married and single people and women less than men. The results of research related to educational status and age and experience also indicates that middle-aged adults (25-45) Most of Sport and Youth population aged office workers make up the province. Most of them also holds a Bachelor's and Associate Degree. The number of people with a history of 15 years of experience in this Administration more.

Determine the Normality of the Data: For this purpose, the Kolmogorov-Smirnov test was used because $p = 0/00$ data abnormality was detected.

Analytic Tests: H1 the effectiveness of the system of job rotation in the General Directorate of Youth and Sport Kurdistan province is higher than average.

For this purpose, single-sample t test was used in the results table (2) indicated the job rotation system in the General Directorate of Youth and Sport Kurdistan has the effect of higher than average.

H2: the effectiveness of the system of job rotation on labor productivity in the General Directorate of Youth and Sport Kurdistan is effective.

Spearman correlation test results showed a significant level of under 05/0 as a result of this hypothesis is confirmed.

To test the influence of the independent variable on the dependent variable regression was used to test this hypothesis.

Results Table (4) suggests that research confirms the effectiveness of job rotation on labor productivity in the General Directorate of Youth and Sport Kurdistan is effective.

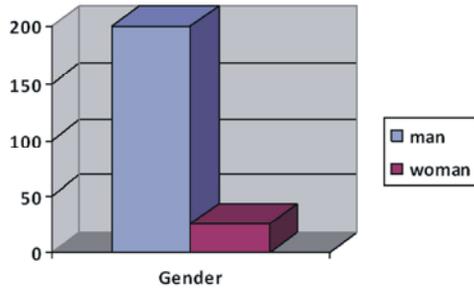


Fig. 1: Sex sample

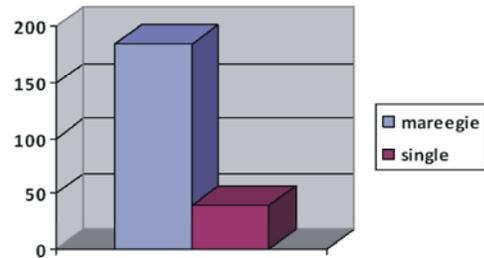


Fig. 2: Sample status

Table 1: Kolmogorov-Smirnov test results

Result	p	k-s	The numberof data	Variables
abnormal	0/001	20.80	222	Effectiveness of job rotation
abnormal	0/001	2.866	222	Labor productivity

Table 2: Results of single sample to go first hypothesis

The value of the test = 3				Effectiveness of job rotation

The mean difference	p	df	t	
0.8509	0.001	221	21.895	

Table 3: Spearman test results for the second hypothesis

labor productivity	Effectiveness of job rotation
0.529	R
0.001	Sig
222	N

Table 4: Two-way variance associated with the second hypothesis

R	Coefficient of determination		Adjusted coefficient of determination		Sta. error	
0.481	0.231		0.22		10.67050	
Source changes	df	sum of squares	average of squares	f	confidence level	Sig
regression	1	7528.06	7528.008	66.099	0.95	0.001
total	221	32575.103	---		Hypothesis test	

DISCUSSIONS AND CONCLUSIONS

Based on the data of charts number 1 to 5 it shows that 89.6 percent of statistical sample are male and 10.4 percent are female. 15.8 percent of statistical sample are single against 84.2 percent which are married. 1.8 percent of statistical sample are less than 25 years old, 55.4 percent are between 25 to 35 years old and 34.7 percent are 36 to 45 years old and 7.7 percent are 46 to 55 years old and 0.5 percent are over 55 years old. 9 percent of statistical sample are high school graduated and 31.1 percent are over high school graduated and 50.5 percent has bachelor degree and 9.5 percent has master degrees. Also 8.6 percent if statistical sample has less than 5 years of service and 42.8 percent has 5 to 10 years and 32 percent has 11 to 15 years and 8.6 percent has 16 to 20 years and 5.4 percent has 21 to 25 years and 2.7 percent has more than 25 years of service.

According on the result of research, the average of efficiency of rotation job system based on the questionnaires is 3.8509 and it is bigger than 3 which is the average of this variant. Also according to table number 1, the two domains are 0.000 which are less than

its minimum that is 0.05 and also the value of “t” that is calculated and equal to 21.895 and it is greater than its critical value which is 1.98 and also in safe zone of 0.95 and it’s greater than degree of freedom which is 221. So the effectiveness of rotation job system in Administrative of sport and youth in Kurdistan is greater than average. As Table 1 shows the results of testing hypothesis 1, in a significant level a domain, in a significant level the evaluation of Spirman is less than significant level of 0.05 thus there is a significant relationship between the variant of effectiveness of job rotation system and the variant of efficiency of human resources. To test the independent effect on the dependent variable regression was used to test Hypothesis 2. According to tables number 3 and 4 the amount of Beta related to variant of effectiveness of jobs in relation to variant of efficiency of human resources, the amount of increase in variant of efficiency of human resources per change in variant of effectiveness of job rotation system will be determined. Thus one-unit increase in the effectiveness of job rotation system makes 0.403 unit increases in efficiency of human resources in Administration of sport and youth.

Research literature also indicates the effectiveness of job rotation system on efficiency of human resources which is the same as the results of Van-Hesen Ho, ching Shang Chung, Yeng-Lang Shih and Rang- Da Liang who study the influence of job rotation and job stress in between nurses and on their job satisfaction and organization commitment in a hospital south of Taiwan in October and December 2006.

Also the result of Adami research in 2014 that is done with the title of influence of job rotation on the staff of library of Nigeria University indicates that job rotation is well known as an opportunity to learn and to avoid the recession. The results also indicate that the following factors are the result of correct job rotation and it's the same as current case study: 1. Reducing the control and supervision of staff. 2. Increase knowledge. 3. Preparations for the promotion and management. 4. Correct determination jobs for people. 5. Improving social communication. The result of current case study is the same as the case study that has been done in Egypt with the title of whether job rotation and job stress have influence on job outlook. Also the result of current research is the same as the research of Souter Check Rowarsi and Shmil which is done in 2014 under the title of job rotation has positive influence on organization performance. The results are the same as the results of a research done by Abolghasem Farhang, Dr. Abdolvahab Pourghaz and Saeed Jamshid Zehi in 1393 under the title of effectiveness of job rotation and its relation with organization justice and organization trust in between nurses of social supply hospital of Zahedan city which indicate effectiveness of job rotation on organization justice and organization trust. But the result of a research of Seyed Jamaladin Tabibi, Mahmud Reza Gohari and Hoda Falahdar under the title of relation of job rotation with performance of staff of environmental hygiene unit of center of hygiene which is related to University of Medical Sciences of Shahid Beheshti in 1390 indicates that there is no significant relation between job rotation and performance of staff of the case study. Also there is no significant relation between job rotation and performance factors which is in contrast to the result of current case study.

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