

Job Rotation and Employee Turnover of Food and Beverage Firms in Rivers State, Nigeria

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ABSTRACT

This study examined the relationship between job rotation and employee turnover of food and beverage firms in Rivers State, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through a structured five-point Likert scale questionnaire. The study population was (1120) one thousand one hundred and twenty employees of food and beverage firms in Rivers State. The sample size was (295) derived using the Taro Yamane's formula. The hypotheses were tested using Pearson's Product Moment correlation co-efficient aided with Statistical Package for Social Science version 23.0. The findings revealed that there is a significant relationship between job rotation and employee turnover (Voluntary and Involuntary turnover) of food and beverage firms in Rivers State, Nigeria. This study recommends that management of food and beverage firms should ensure that job rotation procedure is applied in such way that will be effective and that employee's should not be rotated in an inappropriate job position.

Keywords: *Job Rotation, Voluntary turnover and involuntary turnover*

INTRODUCTION

Employees are increasingly viewed as invaluable resources in the execution and management of business plans and strategies across global organisations. Any decline in productivity or departure from the organizations has been seen to result in significant impact on the organization's performance (Kwenin, Muathe & Nzulwa, 2013). As such, employee retention is crucial to the long-term future growth and success of an organisation. Employees' satisfaction and retention also ensures parallel customer satisfaction and effective succession planning for management (Meyer & Smith, 2000).

Employee turnover is the rate at which employees leave organisations and how long the staff tend to join and leave the organization (Armstrong, 2006). Organisations are increasingly becoming conscious in reducing this rate, turning it into a major organisational concern. Many factors such as leadership and management styles, work environment, training and developmental needs, reward and performance management amongst others contribute to employee turnover; some stemming from the company while others from the employees themselves and the external work environment (Izzack, 2010).

Measuring organisational performance is vital in any organisation and serves as a tool to understand where the organisation stands vis-à-vis measures to take it to the next level. It is crucial to keep this focus in mind to enable the organisation to better service employees, owners and customers (Johnson, 2010). The balanced scorecard performance management approach gives a complete picture of the employee as well as the organizational performance. It guides users in determining the critical success factors and performance indicators; strategic review or analysis of the organizational capabilities and performance; focusing the whole organization on the few key things needed to create breakthrough performance and integrating as well as directing the performance and efforts from the lowest levels in the organization to achieve excellent overall performance. When an organization loses its talented employees it leaves a negative impact on innovation, customer satisfaction and knowledge gain during the past years and on the profitability of the organization. More over replacing cost of another employee is considerably substantial to the organization (Gadot, 2007).

Human resource managers in most of the organizations are faced with challenges of attracting and retaining top notch employees to their organizations. Organizational scholars claim that rotating the employees from one department to another is not a luxury but a necessity of today's professional climate as it provides an intermittent opportunity to employees to tackle higher-level diversified tasks which bring about greater job interest and involvement among them and subsequently enhance their job performance (Champion, Cheraskin & Stevens, 1994). The demands made by customers, skilled workers, regulators, social activists and shareholders increase the pressure on firms to deliver excellent performance while satisfying the devised needs of stakeholders (Watson, 2007). Both the employee and organizational productivity can be improved through job rotation.

Job rotation has been defined as systematic movement of employees from one job to another at planned intervals (Dessler & Varkkey, 2009). It involves periodic shifting of employees from one task to another where each task requires different skills and subsequently enhances their job performance (Leat, 2007; Campion *et al.*, 1994). Torrington and Hall (1991) described the job rotation as movement of employees among different tasks and positions which will probably be of similar nature. Different organizations do rotate their employees from one job to another across various departments for multiple reasons depending on specific needs of an organization. Surveys show that an increasing number of companies are using job rotation to train employees. The purpose of this study was to examine the relationship between job rotation and employee turnover of food and beverage in Rivers State, Nigeria.

This study was also guided by the following research questions:

- i. What is the relationship between job rotation and voluntary turnover of food and beverage in Rivers State, Nigeria?
- ii. What is the relationship between rotation and involuntary turnover of food and beverage firms in Rivers State, Nigeria?

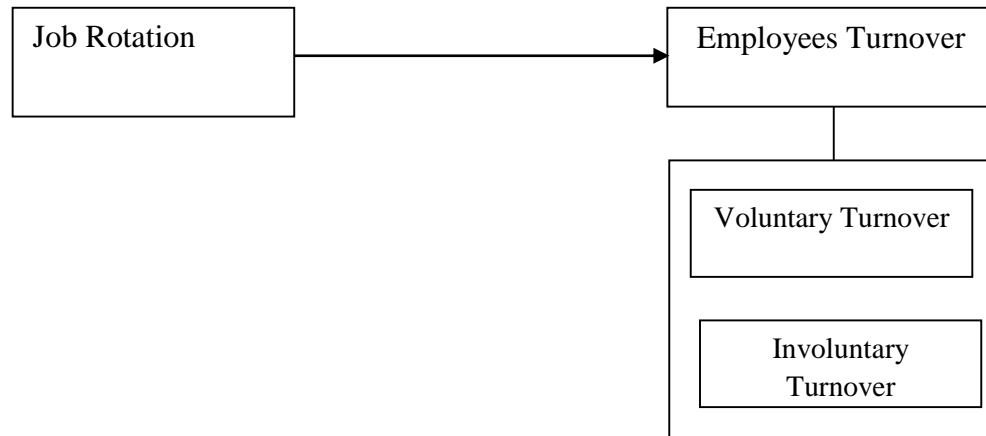


Figure 1.1: Conceptual Framework of Job Rotation and Employee Turnover.

Source: Researcher's conceptualization (2019).

LITERATURE REVIEW

Theoretical Foundation

The theoretical foundation or baseline theory for this research was drawn from the Job characteristics theory proposed by Hackman & Lawler (1971). The job characteristics theory was formulated as a model of job redesign. According to Hackman & Oldham (1974, 1980) it was subsequently revised the job characteristics theory and termed their refinement the job characteristics model, hence forth referred to as model, which is now considered the most influential model guiding research on the nature or characteristics of jobs. Hackman & Oldham (1975) also developed a measuring instrument to validate their model, namely the job diagnostic survey (JDS), which was revised parallel to refinements of the model.

This model proposed action steps for improving motivation, satisfaction and performance and have been functionally utilized as a revised job redesign practice to address critical human resources problems currently facing managers and human resource practitioners. The model is underpinned by the humanistic management approach which purpose is to preserve, maintain and develop the human dynamic in the workplace. Job characteristic model and the job and job diagnostic survey were formulated and compiled for the explicit purpose of job redesign efforts in industry. From the

above expression of the researchers, it is clear that the theory has a strong connection with job design and employee turnover in an organization.

Employee Turnover

Employee turnover is defined as the individual movement of employees across the membership boundary of organizations. This definition refers to employees moving into or out of an organization. According to Abbasi & Hollman (2000) has argued that from the perception of human resources management and organizational behavior, employee turnover is the rotation of employees around the labor market, that is, between firms, jobs, occupations and between the states of employment and unemployment. Alarape (2008) reported that organizations seek to retain highly productive and competent employees in order to improve organizational effectiveness. He noted that, sometimes employees are disengaged from the organizations for several reasons. Employee turnover can be advantageous in such a way that opportunities are provided for the organization to loss its less productive employees. This in turn results to the recruitment of newly and highly productive employees, hence, gaining human capital value in addition to saving cost for the organization. Costs that could be incurred by the organization is separation cost, replacement cost and retraining costs. The loss of skilled, relevant and talented employees could stagnate organizational performance and productivity.

Voluntary Turnover

However, voluntary turnover of employee in an organization occurs as a result of the employee willingness to quit or separate himself from the firm. It could be resignation with an intention for alternate job, carrier development and intention to quit that current job. Voluntary Turnover Noe (2006), argued that when employees leave organizations at their own discretion, it is referred to as voluntary turnover. It is initiated by the choice of an employee. A related definition is given by Egan (2005), stating that an instance of voluntary turnover reflects an employee's decision to leave an organization, whereas an instance of involuntary employee turnover or a discharge reflects an employer's decision to terminate the employment relationship.

Involuntary Turnover

Thus, this kind of employee's turnover termed movement of an employee across the boundary of the organization at the discretion of the employer who decides to terminate the employment relationship. Voluntary turnover could be death, compulsory retirement, retirement due to age, economic adversity, inflation time etc. Involuntary Turnover according to Booth & Hamer (2007) is a discharge that reflects an employer's decision to terminate the employment relationship. Griffeth, Hom & Gaertner (2003) reported that involuntary employee turnover includes death, retirement and dismissal. Boxall & Purcell (2007) further explained that turnover initiated by an employee such as resigning to take care of a terminally ill family member should also be considered as involuntary turnover since it involves reasons over which the employee has no control. Carmelli (2003) also defines involuntary turnover as the need to cut costs, downsize or restructure due to reasons which are independent of the affected employee.

The Relationship between Job Rotation and Employee Turnover

A good number of studies have been conducted or carried out on the relationship between job design and employee turnover in the time pasted because, it is not a new concept. A Study conducted by Ajusa and Atambo (2016) at Mount Kenya University revealed that, job rotation has an influence on organizational productivity and employee performance or intentions. Probability sampling design was adopted for the study. The study found or demonstrates that motivation, worker involvement and training and development are antecedents of organizational productivity. Similarly, Adjei (2014) conducted a study on 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 to acquire new skills, enhance staff productivity, develop new relationships across the company and gain skills needed for future career advancement. Another study conducted by Sharma & Raval (2016), on the impact job enrichment in a vodafone foam company in Pakistan. The survey also revealed the employee of company complained of lack of responsibility due to job monotony and it affected productivity. The study of Sushi (2014) has revealed that many researchers are of the view that job enrichment and job enlargement have negative effect on work life balance as enlarging and enriching jobs workers tend to work harder and for longer hours. Wandera (2011) however warns that most organizations end up losing the most knowledgeable and effective employees because these employees tend to leave the organization, due to the desire for permanent work, and for more permanent appointments with other firms that have such vacancies or opening. Previously, organizations were in the habit of providing low stress and less pressure working environments, however that has unfortunately changed. Organizations today have over the last two decades been subjected to many changes, challenges, and problems (Rothmann & Barhuizen, 2008; Coetzee & Rothmann, 2005).

The foregoing argument gave rise to the following hypotheses

H₀₁: There is no significant Relationship between Job rotation and voluntary turnover of food and beverage firms in Rivers State, Nigeria.

H₀₂: There is no significant Relationship between Job rotation and involuntary turnover of food and beverage firms in Rivers State, Nigeria.

METHODOLOGY

The study adopted a cross-sectional survey in terms of data generation or collection. The population of this study was drawn from eight food and beverage firms in Rivers state, Nigeria. The population figure one thousand one hundred and twenty (1120) of this study was obtained from the various Human Resource Department of the Food and Beverage Firms. The Taro Yamane (1973) was used to determine the sample size of 295. The structured questionnaire was the primary source of data generation. The reliability test for the instrument was done using the Cronbach Alpha co-efficient and all the items were greater than 0.7 as in table 1 below. The study made use of the Pearson's Product Moment correlation co-efficient to determine the strength and direction of relationship between the study variables.

Table 1: Reliability Coefficients of variable measures

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Job Rotation	3	252	0.711
2.	Voluntary Turnover	3	252	0.829
3	Involuntary turnover	3	252	0.715

Source: Research data output, 2019

DATA ANALYSIS AND RESULTS

The hypotheses were tested using the Pearson's product moment correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses H_{01} to H_{02} which were bivariate and all stated in the null form. We have relied on the Pearson's Product Moment (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$).

Table 2: Correlations Matrix for Job Rotation and Employee Turnover

		Job Rotation	Voluntary Turnover	Involuntary Turnover
Job Rotation	Pearson Correlation	1	.762**	.861**
	Sig. (2-tailed)		.000	.000
	N	252	252	252
Voluntary Turnover	Pearson Correlation	.762**	1	.786**
	Sig. (2-tailed)	.000		.000
	N	252	252	252
Involuntary Turnover	Pearson Correlation	.861**	.786**	1
	Sig. (2-tailed)	.000	.000	
	N	252	252	252

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2019 and SPSS output version 23.0

H_{01} : There is no significant Relationship between Job rotation and voluntary turnover of food and beverage firms in Rivers State, Nigeria.

From the result in the table above shows that there is a significant and positive relationship between Job rotation and voluntary turnover. The *rho* value 0.762 indicates this relationship and it is significant at $p\ 0.000<0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant Relationship between Job rotation and voluntary turnover of food and beverage firms in Rivers State, Nigeria.

H₀₂: There is no significant Relationship between Job rotation and involuntary turnover of food and beverage firms in Rivers State, Nigeria.

From the result in the table above shows that there is a significant and positive relationship between Job rotation and involuntary turnover. The *rho* value 0.861 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant Relationship between Job rotation and involuntary turnover of food and beverage firms in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

This study investigated the relationship between job rotation and employee turnover of food and beverage firms in Rivers State, Nigeria. The findings revealed that a significant relationship between exists between Job Design and Employee Turnover of food and beverage firms Rivers State, Nigeria, Correlation coefficient tool and at a 95% confidence interval. The findings of this study confirmed that job design has an effect on employee turnover of food and beverage firms in Rivers State, Nigeria. The findings of this also corroborated with the survey of Adjei (2014) who conducted a study on 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 to acquire new skills, enhance staff productivity, develop new relationships across the company and gain skills needed for future career advancement. The study also supported the survey conducted by Sharma & Raval (2016), on the impact job enrichment in a Vodafone company in Pakistan. The survey also revealed the employee of company complained of lack of responsibility due to job monotony and it affected productivity. Thus, the study also affirm the study conducted by Sushi (2014), it has revealed that many researchers are of the view that job enrichment and job enlargement have negative effect on work life balance as enlarging and enriching jobs workers tend to work harder and for longer hours.

CONCLUSION AND RECOMMENDATION

Job rotation is a technique which is able to enhance motivation, develop workers' outlook, increase productivity, satisfaction levels and improve organization performance on various levels by its multi-skilled employees. It also provides workers with new opportunities to improve their attitude, thought, capabilities and skills. This study therefore, concludes that Job rotation significantly influences Employee turnover of food and beverage firms in Rivers State, Nigeria.

Therefore, the study recommends that the management of food & beverage firms in Rivers State should ensure that job rotation procedure is applied in such way that will be effective and that employee's should not be rotated in an inappropriate job position.

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