

THE STUDY OF JOB ROTATION AND STAFF PERFORMANCE IN CUSTOMS ORGANIZATION OF GOLESTAN AND MAZANDARAN PROVINCES

Zahra Rashki¹, Abdolmajid Hasanqasemi¹, Alireza Mazidi¹

¹Department of Governmental Management, Faculty of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

Abstract

This research was carried out in 2012-13 in order to study the relation between job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces. The research method is correlative in which Pearson correlation coefficient and multiple linear regressions are used for testing the hypotheses. Statistical population includes all official staff, 161 individuals, working in Customs organization of Mazandaran and Golestan Provinces that according to Morgan's table 114 individuals were selected as sample. In order to collect required data two standard questionnaires (job rotation and staff performance questionnaires) were utilized. According to calculations, reliability coefficient of questionnaire was estimated 95%. Also, this amount was calculated with both software SPSS and Cronbach's test which is desirable coefficient and indicates high reliability of measurement tool. Finding of this research showed that there are significant relationships between importance of job rotation and staff performance, management style in organization and staff performance, organization goals of job rotation and staff performance and also, satisfaction with job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces.

Keywords: Job rotation, staff performance, Customs organization

Introduction

As human societies have moved to industrialization from being traditional and then to post-industrialization, sciences and technology are also transformed and developed. Due to these changes, importance of education necessity and features are indicated more than before. Some scholars state about importance of education: "actually, education is management" which means that without staff education, management basics will be insecure and in danger. Staff education is vital and inevitable which should be continuously noticed with management procedures; so that, other management activities will be effective. In fact, education 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, 1992).

Today, each manager and totally each system hopes to have flexible, skillful and multi-skill staff. Such individuals can simplify and accelerate affairs and save time and even resources in activities. However, how we can have such powers in organization? There are many solutions to search for this goal that one of them is individuals' job rotation. If it is possible to move individuals in jobs that they are familiar with and know them, then job rotation is created. Due to this, individuals will know more professions, have more diversity and job motivation will be

reinforced inside them (Ghoushchi, 2010). Job rotation not only increases professional knowledge and experiences, also individual's performance in different positions and responsibilities is the best criterion for evaluation and measurement of his capabilities (Esmaili, 1999). Performance evaluation is considered as an important task of human resources management in simplification of organizational efficacy. In recent years, performance evaluation is noticed so much. In scholars' opinion, an effective system of performance evaluation can give organizations and their staff so many advantages. Lanjenker and Nikodium (1996) have stated that performance evaluation system A) provides certain performance feedback for staff performance improvement; B) determines necessities of staff education, C) provides and simplifies staff development, D) creates close relationship between personnel conclusion and performance; E) increases staff motivation and productivity. Job rotation causes increase of individual knowledge and experiences, decreases tiredness and this leads to intellectual transformations, creativity and innovation (Sa'adat, 2011). Job rotation which plays effective role in development and growth of staff capabilities, puts them in various jobs in order to become experienced in different fields. In addition, they become open-minded and get ready to hold senior positions. Also, management would be able to overcome problems related to human force by rotation when it is needed (Alvani, 1994, p: 56).

Problem Statement

As human societies have moved to industrialization from being traditional and then to post-industrialization, sciences and technology are also transformed and developed. Due to these changes, importance of education necessity and features are indicated more than before. Some scholars state about importance of education: "actually, education is management" which means that without staff education, management basics will be insecure and in danger. Staff education is vital and inevitable which should be continuously noticed with management procedures; so that, other management activities will be useful. In fact, education 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, p: 702). 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). Today, each manager and totally each system hopes to have flexible, skillful and multi-skill staff. Such individuals can simplify and accelerate affairs and save time and even resources in activities (Pagani & Origo, 2008, p: 34). Making staff more efficient is the most effective way for achieving competitive advantage in present situation as human resources are considered as the most valuable production factors, the most important capital and main resource of competitive advantage that create fundamental capabilities of each organization. What is important in human resources development is that human resources improvement is not only achieved by technical and special education, also staff education should be developed by various methods and this will be possible only by implementation of strategic plans in human resources management (Talebiyan & Vafayi, 2009). Today, official education isn't able to train organizational individuals in different aspects and the reason is that most of the capabilities and human force qualities are trained by working. Job rotation system is one of the two-targeted mechanisms which simplifies executive affairs and develops human resources. Job rotation saves time and costs, leads to better works and trains human resources in various aspects (Soltani, 2000, p: 35). Job rotation is used extensively as development technique (Mir Sepasi et al, 2009, p: 426).

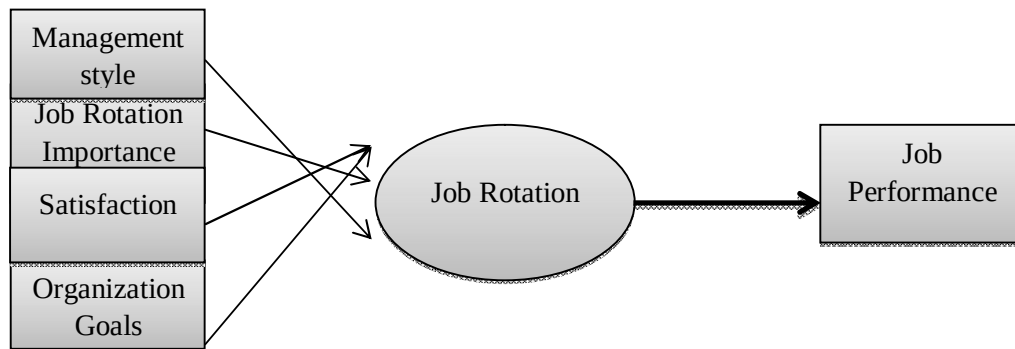
Job rotation is a useful experience for education of individuals whom have potential talent for holding senior organizational positions. Thus, it is necessary for them to work in different organizational units in order to acquire essential organizational knowledge for fulfillment of future responsibilities and duties (Abtahi, 1997, p: 93).

Job rotation is a process in which staff in various levels rotates in similar professions. It is one of the methods that solves the problem of job monotony and gradually makes staff motivation, internal.

As brief documents indicate lack of knowledge and sufficient confident to affects of job rotation on more desirable staff performances in utilization of its notable advantages, is a good reason for carrying out this research. This research shows the difference between present and desirable situations.

Research Conceptual Model

Figure1- Research Conceptual Model



Research Background

Dr. J. Tabib et al (2011) did a research to determine the relation between job rotation and staff performance in clinics of University of Shahid Beheshti Medical Sciences in first six months of 2011. They concluded that possibly job rotation is independent from staff performance which explains study of other factors due to importance of staff performance.

A. A. Nasiri pour et al (2008) studied effect of job rotation on nurses' performance in Tamin Ejtemayi hospitals of Tehran. They concluded that their performance in mentioned hospitals is independent from their job rotation situation and job rotation hasn't caused improvement in nurses' performance (Nasiri pour et al, 2009, p: 23). Bazr afshan (2005) did a research on staff in Mehrabad Customs and concluded that there is a positive relation between job rotation and productivity. Kalidari (2005) mentioned that job rotation is effective on staff performance, in his research on staff working in executive Customs of Tehran. Jarvi (2004) carried out a research on job rotation and nurses' performance in Finland hospitals and stated that there is a positive relation between them. Fojini and Nojima (2005) studied Japanese Nurses and concluded that job rotation is effective in job development progress. Wilkinso Novardovaz mentioned in his first research that job rotation in two-individual system has higher performance in three-individual system without job rotation.

Research Methodology

This research is applicable due to utilization of results from studying relationship between job rotation and staff job performance and also according to its goal. It is a descriptive-survey research by its data collection and studying method. According to experimental and non-

experimental features of researches, this study is a non-experimental (survey) one. Research method is considered library and field one by total classification which both of them will be used in this research. In order to study relation between variables and hypotheses test, descriptive and inferential statistics including correlation and linear multi-variable regression are used. Statistical population is consisted of staff working in Customs organization of Golestan and Mazandaran Provinces. Total staff working in Customs organization of Golestan and Mazandaran Provinces in 2013 is 161 individuals. In this research Morgan Table is used for calculation of sample size which is estimated about 114 people. Here, random sampling method is used for questionnaire distribution. Research variables in this research include importance of job rotation, management style, organization goals, satisfaction (independent variables) and staff job performance (dependent variable) which are mentioned below:

- Determination of relation between job rotation and staff performance in Customs organization in Golestan and Mazandaran Provinces
- Relation between importance of job rotation in organization and staff performance
- Relation between management style in organization and staff performance
- Relation between organization goals of job rotation and staff performance
- Relation between satisfaction with job rotation and staff performance

Here, data collection tool is questionnaire. First part of questionnaire includes 5 personal questions such as age, gender, marital status, work experience and education of respondents. Second part includes questions related to independent variable of job rotation. Third part is consisted of questions related to independent variable of staff job performance. Also Cronbach's alpha and facial validity were used for measurement of questionnaire reliability and validity. Due to this, after prior studies and review of research experimental background, this model is used that is taken from research model of M. Sa'stchi, K. Kamkari, and M. Askarian. According to acquired information, it is determined that reliability of all items is greater than 0.7 which indicates desirable reliability of research tool. Also total alpha is 0.852.

Research Findings

According to research findings, 78% of staff in Customs organization of Mazandaran Provinces were men and 22% of them were women. 91% of them were married and 9% of them single. 1.7% were younger than 25 years, 34% between 25-35, 55% between 35-45 and 9.3% older than 45 years. 10.5% had work experience lower than 5 years, 19.3% between 5-10 years, 55.2% of them between 10-15 years and 15% more than 15 years. 14% had diploma, 30% Foundation Degree, 47% Bachelor's Degree and 9% Master's Degree.

For calculation of correlation between research variables, it should be determined that whether or not data is normal. Kolmogorov-Smirnov test was used for normalization test. Hypothesis of noralized data is tested by Kolmogorov-Smirnov test with 5% significance by software SPSS. Significance is calculated more than 0.05 in all cases so Peasron correlation coefficient is used for calculation of correlation between variables.

Main hypothesis: there is a significant relation between job rotation and staff performance in Customs organizatio of Golestan and Mazandaran Provinces.

Table 1: summary of statistical analysis related to main hypothesis

Hypothesis	R (multiple correlation coefficient)	R ² (determination coefficient)	Significance
Job Rotation and Staff Performance	0.998 ^a	0.996	0.000 ^a

In Table 1, multiple correlation coefficient is shown by R which equals with 0.998^a. this coefficient indicates the relation between dependent variable of staff performance and independent variable of job rotation which changes between 0 and 1. Also, determination coefficient, which indicates a changing value, is shown by R²=0.996. It is obvious that percentage of changes in dependent variable is determined by independent variables. significance is calculated 0.000 here. As it is lower than significance error (0.01), it confirms the significance of relation between these two variables with 0.99 confidence level. So, significant relationship between job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces, is statistically confirmed.

Table 2: main results of regression

	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard error	□		
Job Rotation	1.019	0.005	0.998	209.622	0.000

According to significance level which is lower than 0.005, this hypothesis that is based on significant relation between job rotation and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

First Subsidiary hypothesis: there is a significant relation between importance of job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces.

Table 3- summary of statistical analysis related to first subsidiary hypothesis

Index	N Number of Sample	Pearson Correlation	Sig. (2-tailed)
Importance of job rotation in organization and staff performance	192	0.301**	0.000

According to results related to Pearson correlation test in table 3 and descriptive statistics, there is 30% direct relationship between importance of job rotation in organization and staff performance; so that, changes in importance of job rotation cause changes in dependent variable (staff performance) which means that in Customs organization of Golestan and Mazandaran Provinces more attention to importance of job rotation leads to improvement and positive development of staff performance.

Significance level is calculated 0.000 which is lower than significance error (0.01) and confirm significant relationship between these variables with 0.99 confidence level. So, this hypothesis that is based on significant relation between importance of job rotation and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

Table 4- main results of regression

	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard error	β		
Importance of job rotation in organization	0.504	0.116	0.301	4.353	0.000

According to significance level which is lower than 0.005, this hypothesis that is based on significant relation between importance of job rotation and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

Second Subsidiary hypothesis: there is a significant relation between management style in organization and staff performance in Customs organization of Golestan and Mazandaran Provinces.

Table 5- summary of statistical analysis related to second subsidiary hypothesis

Index	N Number of Sample	Pearson Correlation	Sig. (2-tailed)
Management style in organization and staff performance	192	0.533**	0.000

According to results related to Pearson correlation test in table 5 and descriptive statistics, there is 53% direct relationship between management style in organization and staff performance; so that, changes in management style cause changes in dependent variable (staff performance). Significance level is calculated 0.000 which is lower than significance error (0.01) and confirm significant relationship between these variables with 0.99 confident level. So, this hypothesis that is based on significant relation between management style in organization and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

Table 6- main results of regression

	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard error	β		
Management style in organization	0.722	0.083	0.533	8.693	0.000

According to significance level which is lower than 0.005, this hypothesis that is based on significant relation between management style in organization and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

Third Subsidiary hypothesis: there is a significant relation between organization goals in job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces.

Table 7- summary of statistical analysis related to third subsidiary hypothesis

Index	N Number of Sample	Pearson Correlation	Sig. (2-tailed)
Organization goals in job rotation and staff performance	192	0.709**	0.000

According to descriptive statistics, there is 70% direct relationship between organization goals in job rotation and staff performance; so that, changes in organization goals in job rotation cause changes in dependent variable (staff performance). Significance level is calculated 0.000 which is lower than significance error (0.01) and confirm significant relationship between these variables with 0.99 confident level. So, this hypothesis that is based on significant relation between organization goals in job rotation and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

Table 8- main results of regression

	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard error	β		
Organization goals in job rotation	1.376	0.099	0.709	13.851	0.000

According to significance level which is lower than 0.005, this hypothesis that is based on significant relation between organization goals in job rotation and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

Fourth Subsidiary hypothesis: there is a significant relation between satisfaction with job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces.

Table 9- summary of statistical analysis related to fourth subsidiary hypothesis

Index	N Number of Sample	Pearson Correlation	Sig. (2-tailed)
Satisfaction with job rotation and staff performance	192	0.364**	0.000

According to results related to Pearson correlation test in table 9 and descriptive statistics, there is 36% direct relationship between satisfaction with job rotation and staff performance; so that, changes in individual capabilities development cause changes in dependent variable (staff performance) which means that in Customs organization of Golestan and Mazandaran Provinces more attention to satisfaction with job rotation leads to improvement and positive development of staff performance. Significance level is calculated 0.000 which is lower than significance error (0.01) and confirm significant relationship between these variables with 0.99 confident level. So, this hypothesis that is based on significant relation between satisfaction with job rotation and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

Table 10- main results of regression

	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Standard error	β		
Organization goals in job rotation	0.499	0.093	0.364	5.395	0.000

According to significance level which is lower than 0.005, this hypothesis that is based on significant relation between satisfaction with job rotation and staff performance in Customs organization in Golestan and Mazandaran Provinces, is confirmed.

Conclusion

Kolmogorov-Smirnov results and related analyses for all hypotheses indicate that due to calculated significance limit ($\text{sig} > 0.05$), null hypothesis is rejected and first hypothesis based on normalized data is confirmed i.e. this hypothesis is normalized. So, parametric statistical methods are used for calculations.

Statistical results of tested individuals and related analyses of first hypothesis indicate that there is a strong and significant relationship between importance of job rotation in organization and staff performance in Customs organization of Golestan and Mazandaran Provinces. This result is compatible with results of researches done by Bromand (1994) named as “selection of job rotation method”, Bazr Afshan (2005) named as “job rotation and productivity in staff of Mehrabad Customs”, Kalidari (2005) named as “job rotation and staff performance in executive Customs in Tehran”, Nasiri pour et al (2008) named as “effect of job rotation on nurses performance in Tamin Ejtemayi hospitals of Tehran”, Hamidi et al (2013) named as “job rotation in Armed forces Hospitals as rotation in clinical wards” and Aleri et al (1996) name as “effect of rotation on job attitudes”.

Statistical results of tested individuals and related analyses of second hypothesis indicate that there is a strong and significant relationship between management style in organization and staff performance in Customs organization of Golestan and Mazandaran Provinces. This result is compatible with results of researches done by Dari et al (2013) named as “two-targeted timing of work shifts and job rotation of multi-skills staff with engineering approach of human factors”.

Statistical results of tested individuals and related analyses of third hypothesis indicate that there is a strong and significant relationship between organization goals in job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces. This result is compatible with results of researches done by Armstong (1994) named as “appropriate design of organization, professions and staff responsibility”.

Statistical results of tested individuals and related analyses of fourth hypothesis indicate that there is a strong and significant relationship between satisfaction with job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces. This result is compatible with results of researches done by Hamidi et al (2013) named as “job rotation in Armed forces Hospitals as rotation in clinical wards”, Right & Banett (1992) named as “effect of rotation on job satisfaction”, Aleri et al (1996) named a “effect of rotation on professional attitudes (organizational commitment, job satisfaction).

Suggestions

First Hypothesis: importance of job rotation in organization and staff performance

- Scholars believe that satisfaction with job position and professional happiness is effective on psychological modes of an individual and due to this that person tries to keep his job and so, he will have better and more desirable performance because his performance is related to happy feeling and organizational success is considered as success in his life.

So, it is important to have staff that are happy with their job. This should be noticed more in organizations and it increases quality of staff professional life (Hosseini, 2008).

- According to research results and confirmation of effective role of job rotation on staff performance, managers and enterprise planners are suggested to pay attention to provided prioritization of effect of job rotation factors on staff performance, staff differences by their gender and education in this regard, in order to reinforce job rotation basics in organizations.

Second Hypothesis: organization goals from job rotation and staff performance

- As, safety in workplace and job security is the most important factor in improvement of staff performance so, reinforcement of this factor will increase staff performance by method given below:

This happens by job rotation along with correct and appropriate management according to staff work and organization's need to their work and special skill and also by offering motivating payments for compensation of staff working in organization.

Third Hypothesis: management style in organization and staff performance

- According to results of management style in organization and staff performance, management domination is along with creative thinking style in provision of organizational and individual growth facilities and this character should mainly be experienced, spontaneous, self-confident, flexible, analyzer, pragmatic, with good relationship, creative thinking and sensitive to needs of others and capable to integrate these needs with organization's necessities. So, it is suggested to provide situations for education of intellectual styles which have positive relation with innovation and this situation should lead individuals to know their thinking styles and train them with appropriate methods.

Fourth Hypothesis: satisfaction with job rotation and staff performance

- Healthy organization creates dynamic leadership which is both task-oriented and relation-oriented. Such organization protects staff, guide them and maintains higher performance standards. In addition, manager is independent in his thought and action. When staff performance is increased, they work eagerly and satisfied and enjoy working in their workplace. Staff are committed to continuous education and learning. They like each other, trust each other, they are responsible to their job and are proud of their organization. So, crew is suggested to utilize appropriate combination of different styles in work environments in order to use advantages and capabilities of various styles and also as individuals with different thinking styles consider multiple aspects of relationship with customers, they can achieve better results beside each other.

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