

RELATIONSHIP BETWEEN JOB ROTATION AND EMPLOYEE PERFORMANCE IN GENERAL HOSPITAL NASARAWA, NASARAWA STATE

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Abstract

This study examined the effect of job rotation on the employee performance of General Hospital Nasarawa, Nasarawa State, Nigeria. Work experience, knowledge and skill served as the independent variables while employees performance served as the dependent variable. This study adopted a survey research design follows a logical approach in which hypotheses were developed and tested. The population for this study comprised of male and female civil servants in General Hospital Nasarawa, Nasarawa State, Nigeria. Cochran's (1977) sample size determination formula for calculating infinite or unknown population was adopted to determine the sample size. However, the attrition rate of 30% was added to the sample size determined; hence, the result of the addition produced a new sample size of 499. Questionnaire was employed as the instrument for data collection and respondents were selected using convenient sampling technique. The data gathered was analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) in determining the measurement, structural models and hypotheses testing through SmartPLS 3.0 software. This study found that knowledge and skill have positive and significant effect on employee's performance while work experience has positive but insignificant effect on employee performance. This study therefore concludes that knowledge and skill positively and significantly affect employee performance while work experience positively but insignificantly affects employee's performance. Based on the findings of this study, it is therefore recommended that stakeholders in General Hospital Nasarawa should Organize workshops and seminars to keep employees updated with the latest medical practices, technologies, and administrative skills. It is also recommended that they should Pair less experienced employees with more skilled and knowledgeable mentors to facilitate skill and knowledge transfer.

Keywords: Job rotation, Work experience, Knowledge, Skill, Employees, performance

INTRODUCTION

Technological inventions, globalization, and advancement among others are beginning to make the world of jobs experience dramatic change (Rodriguez & De Pablos, 2022). This has therefore called for the need why organizations should begin to sharpen their competencies for improved performance and productivity. In management literature, behavioural and sociological approach has been identified as one of the streams of research on the determinant of firm performance because it sees organizational factors as major determinants of success. Therefore, in order to succeed, continuous performance must be the focus of any organization because only through performance organizations are able to grow and progress. Performance of an employee is that, how well an employee performs his or her task duties and responsibilities. Scholars have long recognized that employee tendency to increase job efficiency and performance depend heavily on how he or she perceives his jobs (Dhanraj & Parumasur, 2014). Thus, the effectiveness of human resources is a function on the ability to designing the jobs based on human capability and characteristics (Rehman, 2009). Jobs are the foundation of organizational productivity and employee satisfaction. How well are job designed would reflect a vital position in the accomplishments and even survival of many organizations. Job design has been one of the most effective tools used for optimizing an employee's performance (Razzaq & Mujtaba, 2019) and overall organizational productivity. Effective Job design is a measure of the degree to which the employee is involved in his tasks and assignments. It is believed that now-a-days most of the employees are not happy with their job design or not assigned with the tasks that they feel encouraged and motivated to perform. An effective job design brings involvement of an employee in work related activities which clearly forecasts employee output, departmental productivity and organizational success (Baumruk, 2014). Since, it is predicted that job satisfaction and productivity will be highest when redesigning work systems (Chung & Ross, 1977),

therefore this study propose that job design will have effects on employee performance. Effective organizational functioning depends on its human resources. Most managers realized that the effectiveness of their human resource functions has a substantial impact on the bottom-line performance (Griffin, 2000). In this regard, organization has to engage in some kind of task accomplishment in order to achieve performance. Task to be performed must be grouped into jobs and activities so that employees know what and how of their expectations are job design is that the effort to divide tasks and activities. Employee performance is very important for every organization and hence many organizations apply different kind of strategies for the improvement of employee performance and the growth of their organization. Job rotation is considered as one of the best strategies that helps to strengthen the performance, motivation and commitment of the employees. Through job rotation, the organization could have a well-built, confident and committed workforce. The study measured job rotation using dimensions and indicators according to (Ortega, 2016).

Work experience can be seen as the experience where employee gains at work. Therefore, through job rotation, employees could gain some experience that is beneficial for their career development. Additionally, McCall (2014) addressed the issue of access, arguing that organizations frequently approach difficult assignments with a "shortterm performance" mindset, assigning them to people who are already performing that type of work, rather than with a "long-term development" mindset, assigning these tasks to talented but untested individuals who might benefit the most from the experience, cited in (McDonald and Hite, 2016).

Knowledge is a collection of facts that can be used to help duties. Employee knowledge refers to the procedural or factual information that an employee possesses in order to perform his or her duties and obligations in the field in which they work. Furthermore, employee knowledge impacts the success or failure of assigned activities. (Adi et al., 2014).

Skill is the capacity to apply information to a task. Employee skill is the level of expertise of each individual in carrying out the assigned tasks properly, choosing work methods that are considered more effective and efficient. (Adi et al., 2014)

Human resource managers among their key roles, is the proper management of employees and also to ensure that their employees are well motivated to continue in employment with the organization. As older employees approach retirement coupled with other employees switching/changing jobs creates skill and knowledge gap/vacancy within an organization. These issues, including repetitious work causes boredom and where boredom exists, unproductive behaviours, and attitudes such as apathy, disinterest in job, unhappiness, frustration and escapism and avoidance dominate. Human resource managers are expected to respond appropriately to these challenges by creating the needed atmosphere for employees to execute their job without being compelled. (Melamed et al., 2015) Organizational approach and creation of the needed environment to sustain the interest of employees and to create jobs that is rewarding remain a challenge. Job rotation has been used as a means of tackling these issues in organizations but yet employee performance is still bellow expectation. Many similar studies have been carried out by scholars such as Kusuma and Kania (2022). None of these studies used the combination of variables use in this study. Also known was conducted with special reference to General Hospital Nasarawa. Finally, none made use of methods of analysis used in this study to test hypothesis. With these identified gaps this study seeks to examined the effect of job rotation on employee performance in General Hospital Nasarawa, Nasarawa State.

The objective of the study was to establish the relationship between job rotation and employee performance in General hospital Nasarawa. And the study postulated the following null hypotheses in accordance with the objectives.

H₀₁ Work experience has no significant effect on employee's performance in General Hospital Nasarawa

H₀₂: Knowledge has no significant effect on employee's performance in General Hospital Nasarawa

H₀₃: Skill has no significant effect on employee's performance in General Hospital Nasarawa

LITERATURE REVIEW

Job Rotation

Job Rotation can be defined as lateral transfers of employees between jobs in an organization. (Nwachukwu CC; 1988) says it is a training device that makes it necessary to move the trainee from one department or unit to another. In support of the above view, (Koontz A; 1984) referred to job rotation as the best type of training which is designed to familiarize the employee with the details of the many positions that may be available to the employees. Still in consonance with this, (Monday R; 1998) states that it is a management trainee, the workers or employees may be shifted from one department to another to gain a diversity of experience. Edward (2005, p. 74) describes job rotation as “the process of switching a person from job to job” which increases an employee’s capability and value to an organization.

Job rotation requires transferring employees from one unit to another, so as to increase their certificates in all fields. It is prepared depends on the work practice, promotes the acquisition of new skills and qualifications and an increase in the output (Jaturanonda et al., 2006) Job Rotation is a method for job designing in which employees gains job skills from different parts and by making some changes in tasks, the exhaustion and boredom resulted from repetitive job tasks would be reduced (Jorgensen et al, 2005). Job rotation is the transfer of an employee's field of work to another without changing the level of his position. (Mangkunegara: 2011) Job rotation, an employee development that focuses on employee placement, should be carried out using job rotation principles to ensure that the intended overall results are met. Job rotation is based on the notion of reassigning employees to the appropriate position and job in order to boost their excitement and productivity at work (Hasibuan, 2018)

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 of 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).

According to this study Job rotation is an organizational development tactic that involves encouraging workers to try new roles within their company. The roles are temporary and tend to be within the same department, and on the same level of the hierarchy. This means, for example, that a production worker rotates to another job related to production, such as shipping or inventory.

Work Experience

Work experience is the process of forming the knowledge of an employee about a work pattern that he does (Manullang, 1984). According to Lengkong et al (2019), work experience is a process of learning and developing the potential for good behavior. Meanwhile, according to Foster and Karen, (2001) employees cannot work due to several things, namely: 1) employees do not understand how to get information, do not have the competency according to their duties, are not sure of their work and ability to complete their tasks. These things make employees do not have good performance, so work experience is one of the important things for employees. Based on some of the opinions above it can be concluded that work experience is a skill or knowledge that has been owned and controlled by an employee for several periods of work time.

Employee experience is defined by Carr et al. (2006) as the knowledge, skills and abilities gained in a specific career line. Similarly, work experience can be seen as the sum of all the knowledge that an employee has gained as a result of working for a different organisation or same organisation for a considerable period of time. In understanding the concept of employee work experience, we can start by looking at what employee work experience is not. According to Bipp (2010), employee experience is not what we call Employee Life Cycle (ELC), instead, the ELC is part of the large concept of employee experience. ELC is made up of processes or stages and steps in which the employees participate in their

interactions or relationship with the firm they work for. ELC is sequential and chronological and assumes a specific start and end. The ELC takes into account the important processes and events like on boarding, recruiting, employee development, promotion and exit interviews. Additionally, the ELC starts with the first contact of the organisation and ends with the last interaction with the same organisation after termination. Thus, the employee life cycle is a purview of HR department of an organisation (Hunters & Thatcher, 2007). While most people have viewed employee experience as ELC, this view may miss the key points.

Knowledge

Knowledge is a basic need for companies to proceed with the outlive and compete in the market. Each movement inside the company will be based on existing knowledge within the company so that its capacity to manage its knowledge and deliver quality knowledge can be a strong pillar for the company to outlive and compete. There are two types of knowledge, namely tacit knowledge (information stored in the human brain) and explicit knowledge (information contained in documents or other storage places) [3]. Knowledge Management is a process carried out by an organization that aims to explore and bring out the value of intellectual assets and knowledge owned by the company so that it becomes an added value for the company to increase competitiveness. Tobing [4] defined knowledge sharing as a systematic process of transmitting, disseminating, and exchanging knowledge in a multidimensional setting amongst people or organizations using various techniques or media. The organization has a vital role in focusing on knowledge sharing for its employees because knowledge may be distributed, implemented, and increased through adopting knowledge sharing. Employee performance is essential in various aspects of a company, such as increasing employee productivity and company productivity. Rivai [5] explained that a corporation utilizes performance evaluation or performance appraisal as well as performance rating, performance assessment, employee evaluation, merit rating, efficiency rating, and service rating to evaluate employee performance.

Skill

defined as the sum of actions, approaches, and tools allowing a company to acquire, stimulate and regulate the skills it needs, today and tomorrow, individually and collectively, taking into account its vocation, objectives, strategies, structure, technical resources and culture (Boulaire, M. 2014). Competence is the ability to carry out the professional activities' employees are expected to perform in an organization or in society. Alternatively, competence is all the knowledge, know-how and interpersonal skills implemented in a given context. It is located at the intersection between individuals and their capacities on the one hand, and organizational structure and activities to be carried out on the other. Managing and developing skills clearly involves differentiating the two dimensions, the individual dimension and the organizational dimension in order to better integrate them into what is known as the ability to act (J-M Riss, 1998).

Employee Performance

Performance is a description of the level of achievement of implementing an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Lengkong et al, 2019). According to Efendi et al (2020) performance is a result of the implementation of tasks and job responsibilities that have been given by the organization. Performance is a fulfillment of tasks that shape employee attitudes (Byars and Leslie, 2000).

Literally, performance simply refers to act of doing something, such as a piece of work, task or duty. It also refers to the execution of an order, concerning a given job, task or assignment. The performance of an employee is that, how well an employee performs his or her task duties and responsibilities. Employees' performance is also crucial. Because the achievement of goals and objectives of the organization is assessed by performance of its resources, employees' performance should be assessed and maintained periodically

Work Experience and Employee Performance

Ratnawati et al. (2020) examined the effect of work motivation and work experience on employee performance. The research methodology is causal associative with a quantitative approach. Respondents in this research were 40 employees of PT Tirta Kencana Tatawara Bengkulu taken with a total sampling technique. The data analysis method in research uses multiple regression. The results of the research are as follows: 1). Work motivation has a positive and significant effect on employee performance, 2). Work Experience has a positive and significant effect on employee performance, 3). Work motivation and Work Experience together affect employee performance by 32.4% and by 67.6% influenced by variables outside this research.

Njogu investigated the effect of prior work experience on employees at Amber Hotel. The research design adopted in the study was descriptive design. Further, the study population were 125 Amber Hotel employees from different departments who were selected using stratified sampling design. The final sample selected using this design were 76 employees who were to take part in the study. However, only 64 out of 76 questions were fully filled valid. The questions were prepared using questionnaire data collection techniques. Further, the fully filled information was gathered and analysed using the SPSS statistical tool. The findings from the study were further presented in the form of frequency tables and figures using percentages, mean, standard deviations and correlation analysis.

Knowledge and Employee Performance

Mantow and Nilasari (2022) examined the impact of knowledge management and talent management on employee performance mediated by employee development. The sample of research is 225 employees who work in the field of information technology in the Jakarta area. Data analysis method using Structural Equation Model. The study showed that knowledge management and talent management have an impact on employee performance, the employee development variable is proven to be a mediation between knowledge management and employee performance, but the employee development variable cannot mediate between talent management and employee performance. Companies should provide knowledge management such as providing company web facilities as a place where employees can share their knowledge, and also develop talent management with training and development programs that will improve employee performance.

Odira (2022) examined job rotation and employee's 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.

Skill and Employee Performance

Shamsi (2021) examined the relationship and the impact of job rotation practices on employee performance, motivation and commitment in the banking sector of Pakistan. Various hypothesis was tested to analyze the effects of job rotation on performance, motivation and commitment of employees. The sample size of this study was consisting of 50 respondents. The target population was the employees who are working in different banks and questionnaires were distributed to those employees. Primary Data was collected and analyzed through software named IBM SPSS. Different tests like reliability test, coefficient test, regression, significant and the test of hypothesis were done by using this software. The study found that employees perceived a great and positive effect of job rotation on their performance, motivation & commitment. When employees are shifted from one department/unit to another

department/unit, their motivation increases and their commitment towards the organization also enhanced. Employee performance becomes well and improves through job rotation programs. The result indicates that there is a significant relationship between job rotation on employee performance, motivation and commitment.

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). Job rotation can be used as a form of positive reinforcement by rewarding employees with new challenges and opportunities. When employees are rotated into different roles, they may feel rewarded by the chance to learn new skills, experience different aspects of the organization, and increase their visibility and career prospects. This positive reinforcement can motivate employees to perform well in their new roles, thereby enhancing overall employee performance.

METHODOLOGY

This study examined the effect of job rotation on employee performance in General Hospital Nasarawa, Nasarawa State. Job rotation served as the independent variable measured by work experience, knowledge and skill. This study used a survey research design and produced and tested hypotheses using a logical approach. This study used a quantitative technique based on the deductive strategy to investigate the relationship between the research variables (Creswell & Creswell, 2017). Survey instruments, such as questionnaires containing closed-ended questions regarding the variables of research, were utilized to collect the quantitative data for this study. The population for this study comprised of male and female civil servants in General Hospital Nasarawa, Nasarawa State, Nigeria. The justification for focusing on civil servants of the hospital was based on the General Hospital Nasarawa is likely representative of many public healthcare institutions in terms of structure, employee roles, and operational challenges. Studying job rotation in this setting can provide insights that are applicable to similar hospitals, making the findings more generalizable. Due to the difficulties in uptraining all the subjects of a population and difficulties to obtained the exact population of civil servants of the ministry, Cochran's (1977) sample size determination formula for calculating infinite or unknown population was adopted to determine the sample size. The Cochran's (1977) sample size determination formula is given as $n = Z^2 \times P(1 - P) / C^2$, where: n is the sample size for the study, Z^2 is Z value at 95% confidence interval, C is Margin of error (5%), P is proportion of the population 0.5 and 1 – P is 0.5. using this formula, a sample size of 384 was arrived at. However, the attrition rate of 30% was added to the sample size determined; hence, the result of the addition produced a new sample size of 499, this is in line with the opinion of Singh and Masuku (2014).

Questionnaire was employed as the instrument for data collection and respondents were selected using convenient sampling technique. To achieved equal administration of the questionnaire, the sample size was further increased to 504, therefore, 72 copies of questionnaire was administered to each state. The questionnaire used was adapted from previous works of scholars: Cronbach alpha values was used assessed the instrument used in this study. Cronbach alpha value of equal to or greater than 0.7 is appropriate (Hair, et al., 2019).

Out of 504 copies of questionnaire administered, 417 copies constituting 82% of total questionnaire administered were valid and useful for the data analysis. The data gathered was analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) in determining the measurement, structural models and hypotheses testing through SmartPLS 3.0 software (Hair, et al., 2022). Validity and reliability of the measures were first of all ascertained before testing the hypothesized relationships using algorithm and bootstrapping techniques (Hair, et al., 2022). The model for the PLS-SEM is depicted pictorially in figure 1 below

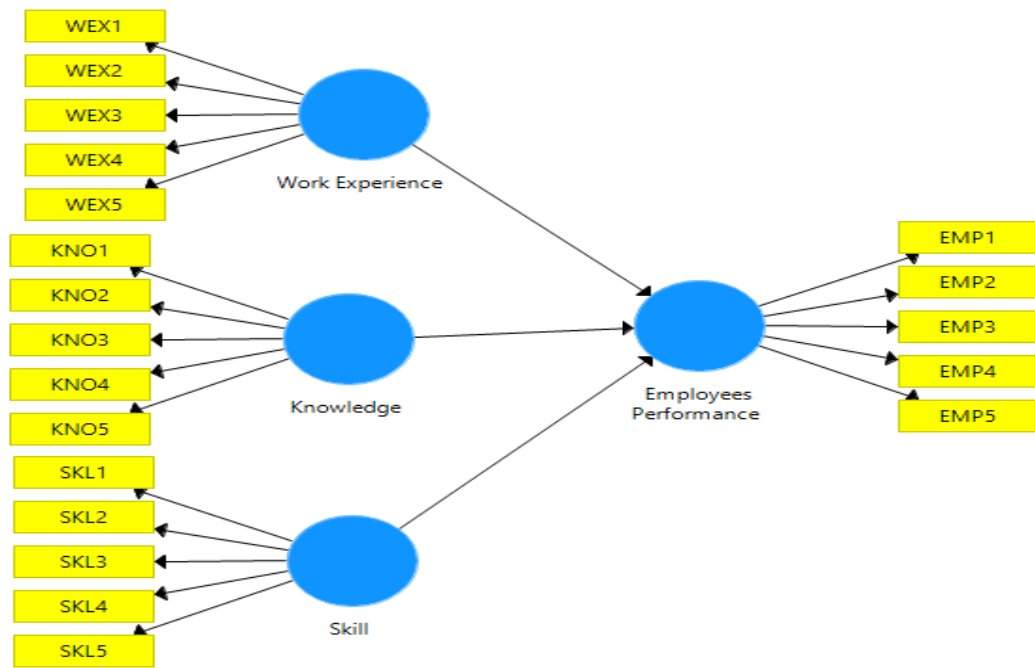


Fig. 1 The Model of the Study:

RESULTS AND DISCUSSION

Measurement Model Estimation

The measurement model was tested using the algorithm on SmartPLS; factor loadings, Cronbach's Alpha, and composite reliability were all calculated to determine the reliability and validity of the study measures. All the constructs used in this study has achieved the acceptable factor loadings of equal to or above 0.7; composite reliability (CR) of all the constructs were all above 0.70 and Average variance extracted (AVE) were all above 0.5 as recommended by Hair et al. (2022), as illustrated in table 2.

The results of the reliability and validity analyses are presented in table 2 and fig. 2. Cronbach's alpha was used to conduct a reliability analysis of the scales to assess their consistency. Ordinarily, the dependability coefficient of Cronbach's alpha is between 0 and 1, with a maximum of 1. The study determined that an acceptable scale should have a coefficient above or equal to 0.80, an acceptable scale has a coefficient above 0.70, and an exploratory scale has a coefficient greater than or equal to 0.60. (Hair, et al., 2019). The Cronbach's alpha results of this study are EMP (0.924), WEX (0.923), KNO (0.865), and SKL (0.831). These indicators thus have satisfied all the requirements. Because none of the scales scored less than 0.80, it means that they are good and reliable measures of the relevant structures.

The composite reliability test has advantages over Cronbach's alpha as a convergent validity test in a reflective model. Since Cronbach's alpha has the potential to overstate or underestimate scale dependability, it might be preferred as a reliability indicator. A number between 0 and 1, with 1 denoting fully estimated reliability, is used to represent composite dependability. In an exploratory model (Chin, 1998; Hock, et al., 2022); in a confirmatory model (Henseler, et al., 2015); and in confirmatory research (Daskalakis & Mantas, 2008), composite reliabilities should be equal to or greater than 0.6. The composite

reliability values for EMP (0.943), WEX (0.942), KNO (0.904), and SKL (0.873). which are all displayed in Table 2 and fig. 2, This revealed that composite reliabilities for all the construct have achieved the accepted level of equal to or greater than 0.6.

The average variance extracted (AVE) can be used to test both convergent and divergent validity. In a reflective model, AVE represents the average communality for each latent factor. In an appropriate model, AVE should be greater than 0.5 as suggested by Chin, (1998) and greater than the cross-loadings, implying that the components should explain at least half the variance of their respective indicators. When the AVE is less than 0.50, it signifies that the error variance exceeds the explained variance. As shown in Table 2 and fig. 2, the AVE values are; EMP (0.768), WEX (0.764), KNO (0.656), and SKL (0.592). This proves the validity of the constructs.

Table 2 Construct reliability and validity.

Constructs	Indicators	Factor Loading Range	Cronbach's α	Composite Reliability	Average Variance Extracted (AVE)
Work Experience	WEX1	0.903	0.923	0.942	0.764
	WEX2	0.896			
	WEX3	0.867			
	WEX4	0.806			
	WEX5	0.897			
Knowledge	KNO1	0.687	0.865	0.904	0.656
	KNO2	0.756			
	KNO3	0.922			
	KNO4	0.764			
	KNW5	0.897			
Skill	SKL1	0.779	0.831	0.879	0.592
	SKL2	0.732			
	SKL3	0.754			
	SKL4	0.789			
	SKL5	0.793			
Employee Performance	EMP1	0.915	0.924	0.943	0.768
	EMP2	0.902			
	EMP3	0.893			
	EMP4	0.777			
	EMP5	0.888			

Source: Researchers Computation via Smart PLS, 2024

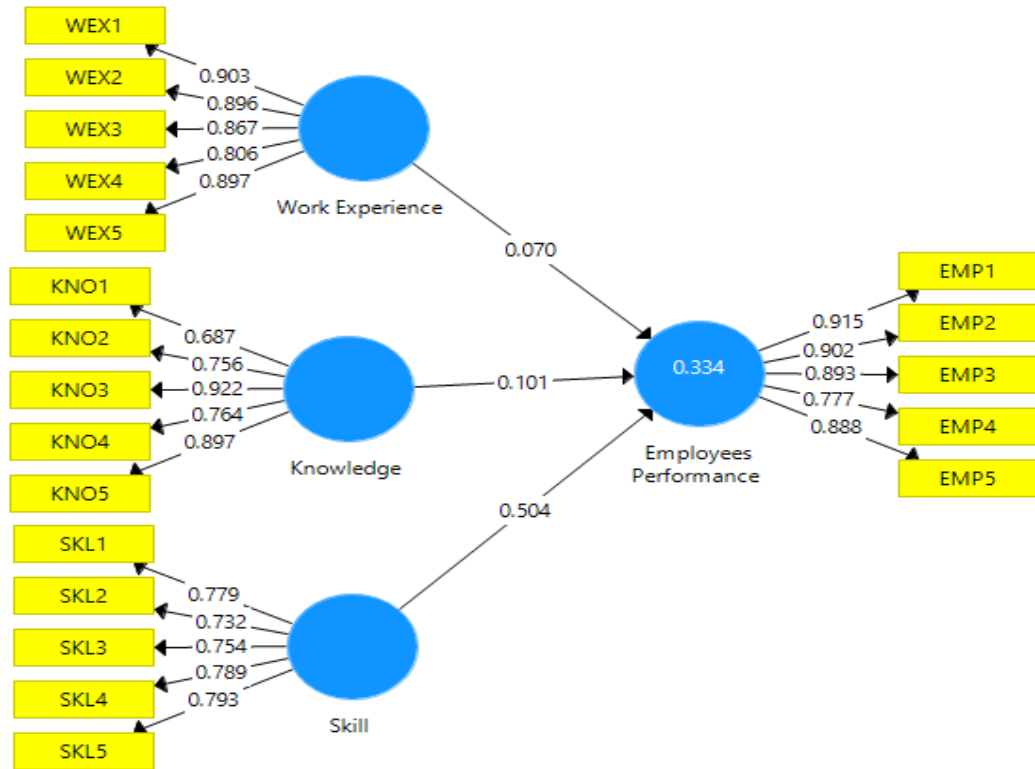


Fig. 2: Measurement model of the study constructs and indicators.

Structural Model Estimation

The structural model contained a number of tests, such as calculating path coefficients and determining the significance of those coefficients using bootstrapping. The bootstrapping option was used in this study to obtain the t-values and assess the statistical significance of the path coefficient. The bootstrapping had 500 subsamples.

WEX->EMP have a Beta value of 0.070, $t = 1.331$ and $p = 0.184$, KNO->EMP have a Beta value of 0.101, $t = 1.974$ and $p = 0.049$, KNO->EMP have a Beta value of 0.504, $t = 10.649$ and $p = 0.000$, these results revealed that work experience has positive but insignificant effect on employees' performance, knowledge has positive and significant effect on employees' performance, and skill has positive and significant effect on employees performance as shown in Table 2 and Fig. 2. Hence, H_{O1} is rejected, while, H_{O2} , H_{O3} are accepted. The coefficient of determination (R^2) values was also deemed satisfactory. Regarding the predictive relevance and effect size, as a guideline, Q^2 values of 0.35 (high), 0.15 (medium), and 0.02 (small) have predictive relevance (Cohen et al., 2013). Therefore, Fig. 3 show that with Q^2 values of 0.000, 0.000, and 0.0.000 for work experience, knowledge, skill and employee performance respectively fall into the small range of predictive relevance.

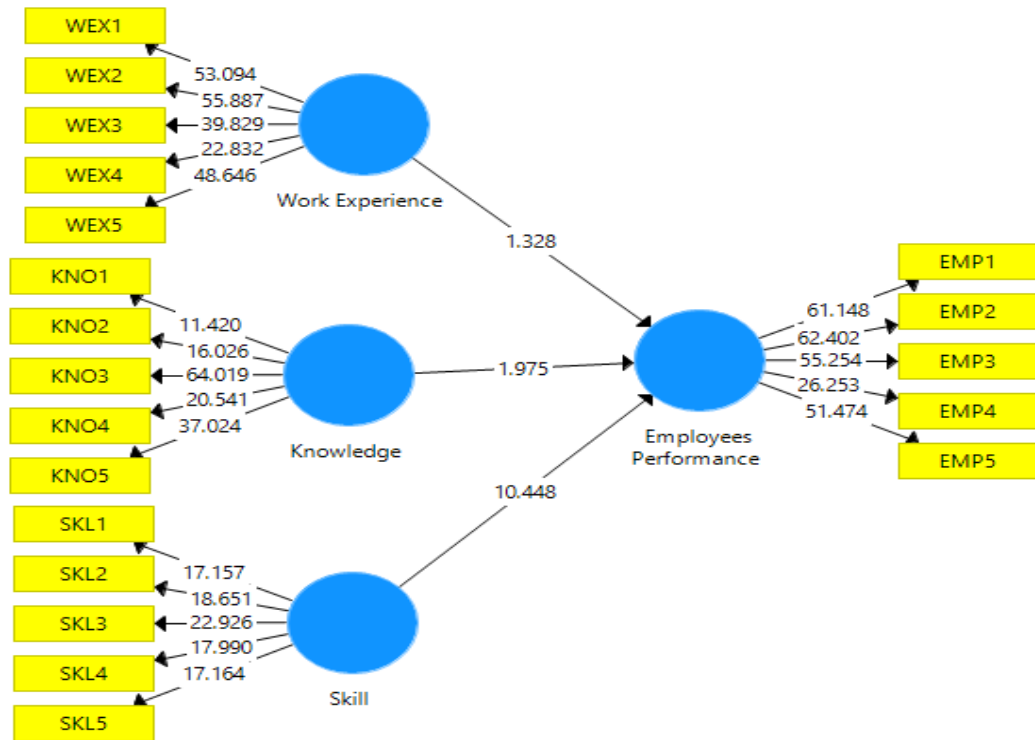


Fig. 3: Structural Model and Hypotheses Testing

Table 4.2

Results of the Structural Model Analysis (Hypotheses Testing)

Hypotheses	Relationship	Beta (β)	STDEV	T Statistics	P value	Decision	R ²	Adj. R ²
H _{O1}	WEX->EMP	0.070	0.052	1.331	0.184	Accepted	0.344	0.327
H _{O2}	KNO-> EMP	0.101	0.051	1.974	0.049	Rejected		
H _{O3}	SKL-> EMP	0.504	0.047	10.649	0.000	Rejected		

Source: Researchers Computation via SmartPLS Output, 2024

Table 4.3 The effect Size of the Model

Constructs	SMEs Performance	Effect size based on Cohen (1992)
	F ²	
Work Experience	0.003	Small
Knowledge	0.038	Small
Skill	0.011	Small
Employees' performance		

Source: Researchers Computation via SmartPLS Output, 2024

Discussion of Findings

This study examined the effect of job rotation on employees' performance of General Hospital Nasarawa, Nasarawa State. Three null hypotheses (H_{O1}, H_{O2}, H_{O3}) were developed for this study, work experience, knowledge and skill are the independent variables, employees' performance served as dependent variable.

From the result of the study, the H_{O1} developed were accepted, indicating that work experience has positive but insignificant effect on employee performance. Positive coefficient suggests that there is a tendency for more experienced employees to perform better. However, the insignificance indicates that

this relationship is not strong enough to be statistically meaningful. In other words, while experience might have some positive influence, it is not a primary determinant of performance in this context.

CONCLUSION AND RECOMMENDATIONS

In conclusion, this study sheds light on the effect of job rotation on employees' performance in General Hospital Nasarawa, Nasarawa State. Notably, the positive and significant impact of knowledge and skill on employee performance underscores the importance of adopting job rotation for knowledge and skill. The significant effect when considering both knowledge and skill together suggests that these benefits, when combined, create a stronger incentive for employee performance. It indicates a synergistic relationship where the job rotation is more impactful than its individual components. Based on this study findings, it is recommended that the stakeholders in General Hospital Nasarawa, Nasarawa State should

- i. Organize workshops and seminars to keep employees updated with the latest medical practices, technologies, and administrative skills.
- ii. Implement structured on-the-job training programs to help employees acquire specific skills relevant to their roles.
- iii. Pair less experienced employees with more skilled and knowledgeable mentors to facilitate skill and knowledge transfer.

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