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**INVESTIGATION OF EFFICIENCY OF JOB ROTATION AND HOW IT RELATES
TO ORGANIZATIONAL TRUST, ORGANIZATIONAL JUSTICE AND JOB
SATISFACTION**

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ABSTRACT

This research is aimed at investigating the efficiency of job rotation and how it relates to organizational trust, organizational justice and job satisfaction. Research population is composed of employees of water and sewage organization. Research method is of correlation type and research population includes 150 employees of water and sewage organization. Random sampling is used 31 person are selected as participants using Cochran formula. In the current research, four questionnaires about efficiency of job rotation, organizational trust (Mire and Davize, 1995), organizational justice (Nihouf and Morman, 1993) and job satisfaction (Minnesota, 2000) are used. Validity of questionnaire is approved by some experts. Based on Cronbach's alpha coefficient, reliability of questionnaires of efficiency of job rotation is 0.81 and reliability values of questionnaires of organizational trust, organizational justice and job satisfaction are 0.89, 0.83 and 0.87, respectively. Data of questionnaires are analyzed using t-test, Pearson correlation coefficient and regression analysis. Results have shown that there is a positive and meaningful relationship between efficiency of job rotation and organizational trust. Additionally, there is a positive and meaningful relationship between efficiency of job rotation and organizational justice. Also, there is a positive and meaningful relationship between job rotation and job satisfaction. Results of regression analysis have shown that organizational justice, organizational trust and job satisfaction account for 18.5, 15.6 and 13.6% of job rotation, respectively.

Keywords: Efficiency of job rotation, organizational trust, organizational justice, job satisfaction, water and sewage organization

INTRODUCTION

Modern society is a society organization. Many experts believe that the nature of today's society by organizations in various forms and with different objectives established and organized, but without doubt all of them based on the physical and mental effort conduct their manpower, and the efficient manpower and indicators of the superiority of one organization to the other organizations.

Manpower is committed to the organization can also reduce absenteeism, delays and displacements, caused a significant increase in performance of the organization, mental freshness staffs and manifesting both organizational admirable targets and personal goals are (a Temin and Highlander, 2010).

Aksrsahb experts believe that organizational success depends on satisfied employees active, motivated and creative with information about the objectives of the organization in order to realize and achieve their effort and then, managers will be able to capabilities of the executive Verb them. One of the duties of its organizational management strategy that utilizes the technique-specific, the perfect setting for budding talents and abilities of employees to create. Job rotation including management measures in the area of human resource management in which the movement of staff in various positions with

various incentives are conditional and contingency done (Kuijter, Paul, *et al.*, 2004).

Job rotation can be used by people who are looking to become part of the problem in terms of a wider holistic view and understand (Zardman, 2000). Additionally, if the job rotation on merit, experience and knowledge that they have acquired during the work carried out, usually to promote people to higher positions (Mirsepassi, 2002).

The staff and managers have a flexible, skilled and has some skill, maybe for every organization and in general is a dream for any system. There are such people in the activities of any organization and can facilitate and expedite the collection and saving of time and even provide resources (Origo & Pagani, 2008).

And an opportunity to develop the skills and motivation will be (Olorunsola, 2000). Job rotation is one way to achieve this strategy, if you can assimilate people into jobs and family that they are familiar with, moved, job rotation is created.

The correct designation of such measures in the appropriate human resources function plays a key role. But the appointment did not do forever. But on the basis of qualifications, experience and knowledge they acquire during service should be improved jobs or jobs that move with

different responsibilities. Vertical circulation (promotion and discount) Treatment and horizontal (transfer) and other tours, if done correctly and regularly, not only increases the effectiveness of human resources Takes, but the organization and uniformity out of recession and cause job satisfaction and increase the efficiency and effectiveness of the institution (Mirsepassi, 2002).

Hypothesis

1. There is a significant relationship between organizational trust and job rotation performance.
2. There is a significant relationship between organizational justice and job rotation and its components performance.

$$n = \frac{Nt^2pq}{Nd^2 + t^2pq} = \frac{150 \times (1/96)^2 \times (0/5) \times (0/5)}{150 \times (0/05)^2 + (1/96)^2 \times (0/5) \times (0/5)} = 31$$

Data collection tools:

A job rotation efficacy questionnaire: This questionnaire has 11 questions with Likert scale is measured from strongly disagree (1) to strongly agree (5) is scored. Validity of the questionnaire approved by teachers and 90/0 reliability coefficient alpha was calculated.

(B) Organizational Justice Inventory: Kalkueyt (2001) has 18 items based on Likert scale from strongly disagree to any question (1) to strongly agree (5) is scored. Validity of the questionnaire approved by teachers and 83/0 reliability coefficient

3. There is a significant relationship between job satisfaction and job rotation performance.

4. Through variables Samani justice, organizational trust and job satisfaction; Can be predict to the performance of job rotation.

METHODOLOGY

This research is a correlation. The study population was 150 Shiraz water and waste water staff and using a sample of 31 were selected as examples; The number of "random sampling" were selected from among the employees.

The sample size of the sample:

alpha was calculated.

(C) Organizational Trust Scale: This scale is based on Meyer's view and Davies (1995) and McKnight (2002) by Rica and Karsymaja (2008) has been made. This questionnaire has 48 questions that all three dimensions of organizational trust (including vertical, horizontal and organization) to measure. Any questions based on Likert scale from very high (5) to very low (1). Grading is. Validity of the questionnaire approved by teachers and 89/0 reliability coefficient alpha was calculated. (D) job

satisfaction questionnaire with 20 questions, each question Minnesota based on Likert scale from very low (1) to very high (5) The amount of investment is to measure employee satisfaction. Validity of the questionnaire approved by teachers and 87/0 reliability coefficient alpha was calculated.

Analysis of data to analyze the data obtained in questionnaires software SPSS, which is used in the descriptive statistical data, the mean, standard deviation and inferential statistics, Pearson correlation, multiple regression ANOVA was used.

FINDINGS

In this section we refer to descriptive findings and the findings will be related to the hypothesis.

The findings of the correlation coefficient between the variables are as follows in Table 2.

As can be seen in Table2;

There is a significant relationship between organizational justice and job rotation performance.

There is a significant relationship between organizational trust and job rotation performance.

There is a significant relationship between job satisfaction and job rotation performance.

There is a significant relationship between organizational trust and organizational justice.

There is also a significant relationship

between job satisfaction and organizational justice.

And there is a significant relationship between job satisfaction and organizational trust.

The table 3 shows that the efficiency of job rotation with distributive justice and procedural justice. There is a significant relationship but there is no significant relationship with interactional justice.

Job rotation with vertical trust between performance and inter-organizational trust, there is a significant relationship but not significant relationship with horizontal trust.

The results in Table 4 show that organizational justice with an average of 76.25 of the value of t 78 is smaller and the difference with $t=0.92$ degrees of freedom 30 is and is not significant at the 5% significance level, thus it can be stated that, in organizational justice Shiraz Water and Wastewater staff at intermediate level.

Organizational trust with an average of 220.83 of the 210 larger and the difference between the value of $t = 4.96$ (d) and 30 degrees of freedom is not significant at the 5% significance level, thus it can be stated that corporate confidence is at an intermediate level staff Shiraz water and wastewater.

Job satisfaction, with an average of 94.87 of the value of t that is smaller and the difference with $t = 1.24$ at a significance

level of 5% is not significant degree of freedom³⁰ and thus it can be stated that job satisfaction is at an intermediate level staff Shiraz water and wastewater And also it can be concluded that the efficiency of job rotation with an average of 42.48 is larger than the value of 40, and the difference with $t = 1.60$ at a significance level of 5% is not significant and the degree of freedom, hence we can say that, according to officials with the performance of job rotation movements can Shiraz Water and Wastewater office in the middle.

In Table 5 shows the results of regression tests to check the variables of

organizational justice, trust, job satisfaction and organizational performance is amazing job rotation.

The results of this table shows that variable of organizational justice with standard beta coefficient equal to 0.431, 18.5% of the variance is explained efficiency of job rotation, Institutional trust variable with standard beta coefficient equal to 0.394, 15.6% of the variance is explained efficiency of job rotation and job satisfaction with standard beta coefficient 0.368, 13.6 percent of job rotation to explain the performance.

Table 1: Descriptive results (mean and standard deviation) variables

Variables	Mean	S.D
Job Rotation performance	42.48	8.66
Organizational Justice	76.25	10.53
Organizational Trust	220.83	12.87
job satisfaction	94.87	5.09

Table 2: The correlation coefficient between the variables

Variables	Job Rotation performance	Organizational Justice	Organizational Trust	job satisfaction
Job Rotation performance	1			
Organizational Justice	0.431*	1		
Organizational Trust	0.394*	0.429*	1	
job satisfaction	0.368*	0.314*	0.266*	1

Table 3: The relationship between organizational justice and organizational trust and job rotation performance

	organizational trust			organizational justice		
	Interagency	Vertical	Horizontal	Interactive	Procedural	Distributive
Job Rotation performance	0.317*	0.243*	0.194	0.189	0.308*	0.231*

(*p<0.05)

Table 4: One sample t test for performance variables, job rotation, organizational justice, organizational trust and job satisfaction

Variables	Mean	S.d	t-value	T	df	df	sig
Job Rotation performance	42.48	8.66	40	1.60	30	30	0.121
Organizational Justice	76.25	10.53	78	-0.920	30	30	0.365
Organizational Trust	220.83	12.87	210	4.69	30	30	4.69
job satisfaction	94.87	5.09	96	-1.24	30	30	0.226

Table 5: Regression test results

	<i>B</i>	<i>SE</i>	β	R^2
Organizational justice on the efficiency of job rotation	15.5	10.60	0.431	0.185
Organizational trust on the effectiveness of job rotation	-16.15	25.40	0.394	0.156
Job satisfaction on the effectiveness of job rotation	-16.93	27.90	0.368	0.136

CONCLUSION

The results show that, the average efficiency of job turnover among staff at an appropriate level is the Shiraz Water and Wastewater, So it can be said that in terms of staff is positive about the efficiency of job rotation.

These findings do not match the results of Abeland Alikhani, because they believe that job rotation is caused chaos not increase the efficiency and performance of employees. The mean justice organizational so moderately calculated by the results of GH Mirzaee (2011) correspond but the results of desertion (1387), overlooking Javadi and Aboutalebi (2010) does not match.

Average corporate confidence was moderate, These results correspond with the results of Givi Ismaili et al (2010), B Salimi *et al.* (2010) and a book and colleagues (2010). The findings of this study suggest the existence of a significant positive relationship between job rotation and job satisfaction that Correspond with the investigation Griffith (2000), Richard and Charles, (2005), Kalidar (2004) Majid (2000).

Organizational justice as well as the implementation of job rotation and there is

a significant positive relationship that conforms with Hoy's research (2004), Fvlgrv Kanvsky (1989), Fvjynv and Nvjyma (2005). The results also show that Organizational justice has been able to 0.182 percent, organizational trust and job satisfaction 136/0 0.156 percent percent of employees explain workflow efficiency. the administrator is required, provided the conditions to employees feel more confident that justice and also increase job satisfaction for employees. As well as executives with job enrichment programs also consider jobs to reduce stress and enhance the performance of employees. Committees as well as job rotation is one way be familiar with the advantages and disadvantages of moving the underlying cause of the increase in the administration of justice, trust and increase job satisfaction among employees.

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