

# Job Rotation for Job Satisfaction and Service Improvement in Bingham University Library Karu, Nasarawa state.

<sup>1</sup>Dangwaran Yusuf Tabawa, <sup>2</sup>Danjuma, Ali

<sup>1</sup>Bingham University library Karu, Nasarawa state.

<sup>2</sup>Library Department, Nasarawa State University Keffi, Nasarawa State.

<sup>1</sup>[ballinyusuf001@gmail.com](mailto:ballinyusuf001@gmail.com), <sup>2</sup>[danjumaali2014@gmail.com](mailto:danjumaali2014@gmail.com)

---

## Abstract

*This paper examines job rotation as a means to job satisfaction and services improvement in Bingham University Library Karu, Nasarawa state. The study was guided by four objectives; the design of the study was a case study design. The instrument used for data collection was the questionnaire, and data generated was analyzed using a frequency table and simple percentage with the aid of a bar chart. Twenty-eight (28) copies of the questionnaire were distributed to the staff understudy, and twenty-five (25) were returned and found to be useful. From the analysis, it was deduced that staff when transferred to another department, are satisfied and ready to adjust to their new schedule of a job and it also revealed that most of them have not stayed long in their present department. The analysis also revealed some factors militating against job rotation which include: time for job rotation not spelled out, and the environment is not conducive for job rotation, among others. The study recommends that A well-planned and well-adopted job rotation should be initiated by the library management; staff should be allowed to be exposed to a different task to increase their satisfaction level as they carry out their task. The library management should create a conducive environment for its staff to have a successful job rotation program.*

**Keywords:** Job Rotation, Satisfaction, Improvement, Library Services

---

## Introduction

University libraries are dynamic in nature and are changing very fast. They have been known for their clearly defined areas of responsibilities, division of labour, and specific units and departments. Different organizations, including libraries, deploy their employee from one section to another across various departments for multiple reasons depending on the specific needs of the organizations.

Job rotation in the library is one of the ways that will improve productivity. It provides an opportunity for new skills and ensures librarians and library staff do not become bored by the repetition of the same functions and activities.

Expertise in library operations is easily acquired when there is job rotation; it enhances the acquisition of skill and knowledge in different areas of library operations which in turn improves on the services given to its patron.

According to Eman(2017), as quoted from Kaliski(2007), Job satisfaction is a worker's sense of success on the job. It is usually perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction means doing a job one enjoys, doing it well, and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the success of other goals that lead to feeling fulfillment.

Libraries can effectively work only when their personnel understand their duties and responsibilities and extend support and co-operation to the library management that will improve services render to its users.

If a member of staff knows why he has been asked to do a certain job and has been shown how to do it efficiently, he is more likely to do the job willingly and effectively than a person who has had a task badly explained and doesn't understand why it is necessary anyway. Making sure that a staff member understands that job he is doing is therefore very important for job satisfaction (Khatri, 2017).To establish a baseline for assessing individual staff member's performance, the supervisor should work within the objectives and goals of the library. Job rotation comes in many forms and is useful in many situations. Job rotation is the systematic movement of employees from one job to another. How this movement is accomplished depends on the purpose you wish to achieve and how dramatic a move you are willing to take.

Creating, disseminating, and then utilizing knowledge about performance to improve or increase efficiency are shared amongst employees, which is enhanced when an organization creates structures and processes that are designed to serve this feedback system (DiBella& Nevis, 1996).

In terms of the impact of job rotation on job security, a significant percentage of employees were convinced that as a result of job rotation, job variety increased employees' value to the organization and resulted in positive work attitudes, which enhanced career development. Furthermore, employees indicated that job variety, as a result of job rotation, increases their chance of promotion.

### **Problem Statement**

Staff come and works to gain money to secure their social, financial requirement. Apart from the economic objectives, staff also needs specific training opportunities and job satisfaction. The importance of job rotation is to reduce the physical and mental stresses on staff when working within the same job for a long. The library objective is to meet the information need of its users; therefore, they need more skills, knowledge, and attitude in this new era of librarianship.

As a librarian and a library staff, there is a need for one to be exposed to all the sections in the library to face skills and knowledge in all library operations and be able to provide better services to its users.

Therefore it is imperative to the library management to constantly rotate staff if they must be relevant in information dissemination as information managers and new roles and skills emerge. Library staff are expected to know and apply it in the library to deliver services to their users. Thus, the importance of job rotation is introduced to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. The researcher seeks to determine how job rotation improves services and job satisfaction among Bingham University library staff.

### **Objectives of the Study**

The objectives of the research are as follows:

1. To identify whether there is job rotation in Bingham University library.
2. To find out whether job rotation affects job satisfaction in Bingham University library.
3. To ascertain whether job rotation affects service improvement in Bingham University library Karu.
4. To examine the factors militating against job rotation in Bingham University library.

### **Literature Review**

According to Akpojolor and Ogheneghatowho(2016) define job rotation in the library as the process of deploying library personnel from one task to another. In other words, it is the transfer of staff between different jobs or tasks in the library.

Job rotations have benefits attached to it as it helps librarians and library staff to develop a new skill, increase talent, enthusiasm, and encouragement. Job rotation is the most important approach of job design as well as human capital development policies, which has the potential to improve job satisfaction and increase capabilities in employees (Saravan and Abbasi 2013).

Rotation in jobs results in increased personal knowledge and experience and decreased burnout and exhaustion. This leads to intellectual development and innovation. The practice of job rotation is associated with higher job satisfaction and higher training evaluation by the employees. Job rotation is expressed as a useful tool for outstanding implementation of human resources strategy. It is about putting employees in the right place where they can bring the best result. In today's highly competitive world, this can be proved as the best strategy to find the immediate replacement of an employee from the organization. Job rotation helps human resource managers determine who can be replaced by whom and create a suitable and useful fit. (Elewa S. Eman2017).

Job rotation is also an aspect of human resource development because it is a process of helping staff to acquire the following competencies in a planned and continuous way;

1. To sharpen capabilities required to perform various functions in present and expected roles in future
2. To develop general capabilities as individuals and exploit their inner potential for their own and organizational purposes
3. To develop an organizational culture and teach the right attitudes towards customers
4. To equip clearly and precisely about all the processes, procedures, practices, and other aspects of the job
5. To develop capacity, competency for higher work, and greater responsibility and accountability.

Human resource development instrument is needed for competency development, climate building, and innovation development. The instrument will improve the process, and process improvement leads to improvement in staff, and staff development leads to all development. (Dabas 2008)

Given the above literature review human resource development instrument help staff to serve and satisfy the needs, want and expectation of the customer.

When job rotation is practice, a regular transformation of employee responsibility and transformation is enhanced.

According to Castro et al. (2012), as quoted by Elema S. Eman(2017), job satisfaction is a key condition to enhance organizational functioning. These days, managers design strategies to raise the employees' job satisfaction and gain results in terms of their creativity, commitment, and productivity.

Job satisfaction is the expression of the relationship between what one expects from the job and what the job provides him. It determines the perception, attitude, and behavior pattern of organizational participants. Quality of work-life, which has been termed as a strategic architecture for total quality management, has much to do with job satisfaction and productivity(Dabas 2008)

Udomisor and Haruna (2010) stated that job satisfaction does mean not only materials advantages that accrue to the employee from job but also psychological satisfaction provided by the work environment. This may come from a peaceful and harmonious relationship with their co-workers with whom they enjoy working. The result of this would be seen in the efficiency and productivity of the worker in the job.

Omolayo and Ajila (2012) opined that a job is an important part of life, and job satisfaction influences one's general life satisfaction. It can be therefore be inferred that librarians who are not satisfied with their jobs are likely to have issues with other aspects of their life, including efficiency on their job.

Furthermore, job satisfaction can be achieved when an employee is placed where the employee productivity can be seen, and at the same time, the employee can put in their best for the organization.

Praham (2014) gives some factors that determine productivity in organizations. This productivity is based on the collective and individual performance of employees.

Akpojotor, Tinuoye&Oghhenghatowho (2016) state that job rotation encourages staff to perform better at every stage and prove that they are no less than others.

Bechard (2004) explains that some employees can perform and be satisfied with their job even with a moderate pay package provided they observe having a future in the organization. He stress that in as much as pay package are good, some employees would exhibit non-compliance to work rules, absenteeism, laziness, and non-performance of assigned duties which can negatively affect productivity.

The training of library staff is a catalyst for providing effective, efficient, and proficient library services. (Bonk, 2006). Equally, Tella and Popoola (2007) asserted that training is an essential strategy for motivating workers in the library as a service organization, for the librarian's information professionals as well as workers to develop themselves to serve the public effectively and efficiently, there is a need for them to acquire the needed skill suitable or the job at hand.

Equally, Amusa et al. (2013) indicate that a good working environment influences the behavior towards work by librarians. They studied the impact of work environments and job performance of librarians in public universities in southwestern Nigerian. The findings revealed that the work environment of librarians in terms of physical facilities, open communication, motivation, among others, are fairly favorable, while personnel emolument was considered not favorable in all. This inadequacy is reflected in the job performance of librarians, as their performance only seems to be fair. Immune 2014 affirmed that an enabling and comfortable environment could be created by librarians when they are motivated and satisfied. Motivated librarians could be satisfied and consequently become more productive in an organization. They are more likely to render value-added functions and services to library users.

Improving employee commitment and job satisfaction, in general, is considered fundamental to improving the performance and quality of products and services and also increase the productivity of workers as well as a positive outlook towards the job. Also, employee satisfaction influences the organizational performance as well as customer satisfaction. (Masanja 2013).

From the above-related review one will see that if the staff lose their personal ability and confidence to perform their work they may not be able to cope and will never be happy with the job and it may to a large extent affect the achievement of the library's predetermined or set objectives when job rotation has been practice regularly responsibility and transformation have been enhanced. Therefore job satisfaction is an important factor that an organization should look into making sure its staff need is met as when due, which will, in turn, make the staff put in their best on the job.

## **Methodology**

A survey research method was used to carry out this study using a case study design. A questionnaire was used as an instrument for collecting data for this research

because Cohen and Morrison (2012), as quoted by Timothy. and Oyinloye, O. (2017), are of the view that questionnaire is widely used and it is a useful instrument for collecting survey information providing structured, often numerical data, being able to be administered without the presence of the researcher and often comparatively straight forward to analyze. Twenty-eight (28) questionnaires were distributed to the library staff with the help of the library assistant; twenty-five (25) were returned and found to be useful. The target population of this study comprises staff of Bingham University Library Karu. Thirty questionnaires were distributed, and twenty-eight (28) were returned. Data collected were analyzed using a bar chart and percentage for easy interpretation.

A sample of twenty-eight (28) staff of Bingham University Library was selected for the study. The researcher adopted the convenience sample method. Convenience sampling, also known as availability sampling, is a specific non-probability sampling technique that relies on data collected from population members who are conveniently available to participate in the study.

## Findings and Discussion

**Figure 1: How long have you worked in your department**

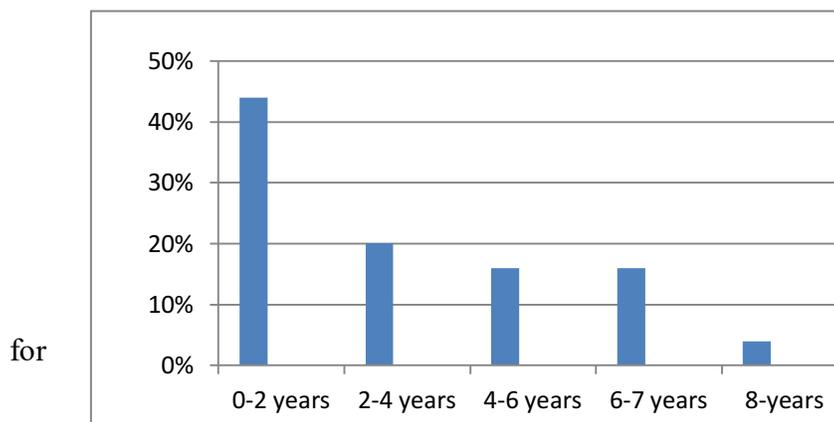


Figure 1 shows that 44% of the staff had worked in their present department 0-2 years, 20% for 2-4 years, 16% for 4-6 years, 16% for 6-7

years and 4% for 8-9 years. The analysis has shown that the majority of the staff that have not worked long in their present department have represented 44% while those who have worked long represent 16% and 4% represent those that work for 8 years.

**Figure 2: How satisfied are you when transferred to another department.**

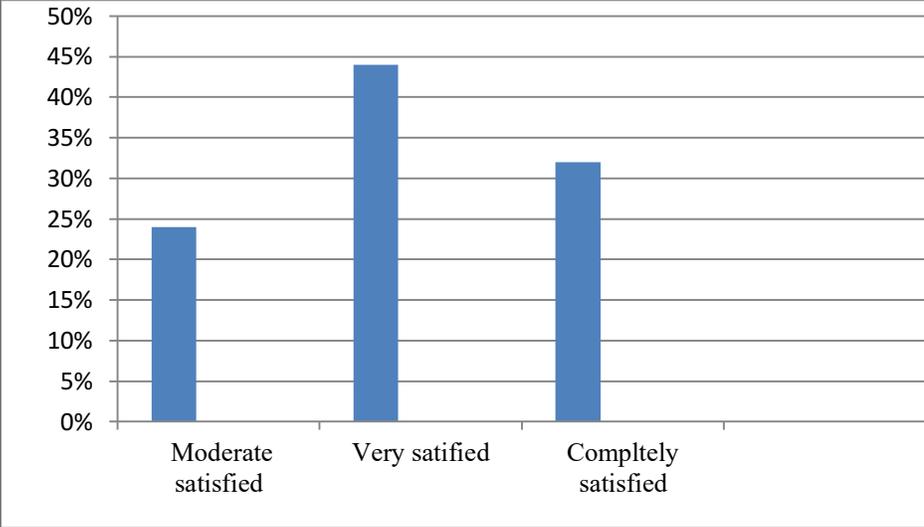


Figure 2 indicates there was no response from the item not at all satisfied and slightly satisfied from the respondents. From the figure above, there was 24% from those that indicate moderate satisfied, 44% for very satisfied and 32% for completely satisfied.

**Figure:3.Ways that Job rotation improves library service**

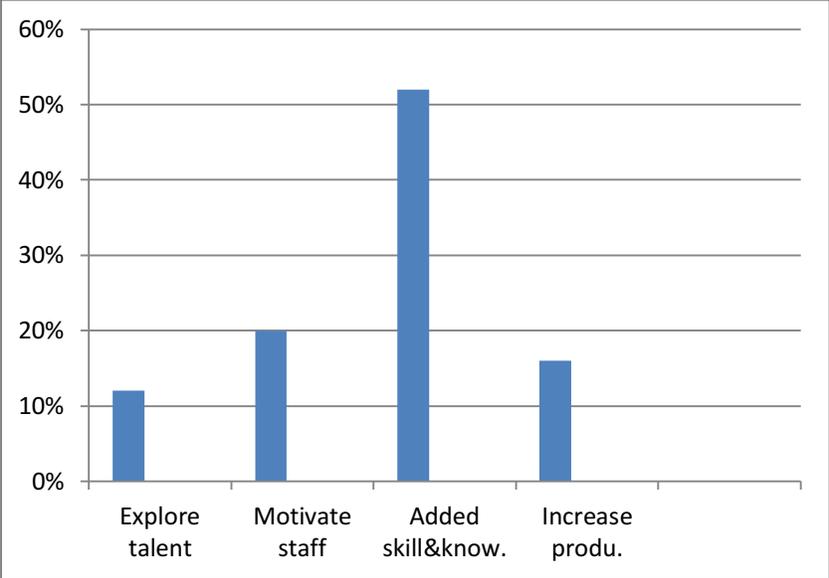


Figure 3 above revealed that explore hidden talent has 12% as ways that job rotation improves library services. Job rotation is designed to expose staff to a wider range of operations which will assist staff in exploring their hidden talent. 20% for motivating staff. This finding collaborates with that of Akpojotor, Tinuoye&Oghhenghatowho (2016), which state that job rotation encourages staff to perform better at every stage and prove that they are no less than others. Job rotation adds skill and knowledge, which have 52%. It helps organizations

analyze the training and development needs of employees so that they can produce more output. Increase productivity has 16% when staff are satisfied there will be an increase in productivity.

**Table 4: Factors Militating against Job Rotation**

Item	A	SA	D	SD
The staff doesn't want to move to other section of the library	5(20%)	9(36%)	5(20%)	6(24%)
The time for job rotation is not specified	12(48%)	7(28%)	4(16%)	2(8%)
The environment is not conducive for job rotation	6(24%)	8(32%)	6(24%)	5(20%)
Staff don't show satisfaction when they are move to another department	7(28%)	5(20%)	8(32%)	5(20%)

Table 4: According to table 4 5(20%) agree that staff doesn't move to other sections of the library as factors that militate against job rotation which agree with Adjei(2012) which stated that one limitation of job rotation is the resistance by experienced staff does not want to learn new job skill or move to other location. 9(36%) strongly agree, 5(20%) disagree, and 6 (24%) strongly disagree. The time for job rotation is not specified have 12(48%) as agree, 7(28%) as strongly agree, 4(16%) disagree, and 2(8%) strongly disagree. Environment not conducive for job rotation have 6(24%) agree, 8(32%) strongly agree, 6(24%) disagree and 5(20%) strongly disagree according to Anume (2014) affirmed that an enabling and comfortable environment could be created by librarians when they are motivated and satisfied. Staff are not satisfied when move to another department 7(28%) agree, 5(20%) strongly agree, 8(32%) disagree and 5(20%) strongly disagree.

Job rotation leads to add skills and knowledge to staff and also motivate a staff which brings productivity. When staff are transfer to other departments, they are satisfied and enable them to improve in providing service to the user (patron). The finding of the study show that most of the library staff have not work for

long in their department from the data gather it shows that 44% of them just work in their department between 0-2 years and staff that worked for long years in their department are 4% which means that job rotation is the practice, but there is no specific time for job rotation in the library. The findings also reveal that 44% of the respondent are very satisfied when transferred to another department, and when staff are motivated, they will improve in their services to users. It also reveals that training and retraining of staff is an essential factor in improving job satisfaction and library services. More, so the study reveals some factors limiting job rotation which include staff does not want to move to another department, job rotation is not specified, the environment is not conducive to job rotation, among others.

### **Conclusion**

In conclusion, job rotation will help to solve manpower problems, reduce physical stress and skill development needs. Job rotation is a tool for skill development to enable library staff to work effectively in all departments in the library. A well-planned and well-adopted job rotation can help equip the staff with various skills needed to work effectively in this information age. In other words, job rotation programs provide inexperienced staff with on-the-job training and widen existing staff knowledge, thereby offering staff an opportunity to promote their skills and become valuable to the institution. The employee must buy into the idea, be encouraged to give feedback, and suggest improvement since they would be most affected by implementing a programme of this nature. Librarians and sectional heads should put in place those motivating factors that would enhance the job satisfaction of staff in the libraries. This is true because satisfied workers are productive workers, and they will want to stay and work for the organization's success.

### **Recommendations**

Certain issues were raised in the course of the study based on the findings, and the following recommendations are made:

1. A well-planned and well-adopted job rotation should be initiated by the library management.
2. Staff should be allowed to be exposed to a different task in order to increase their satisfaction level as they carry out their task.
3. The library management should ensure that when staff is being transferred to another section/department learn new skills suitable for the work at hand and also organize training for the staff.
4. The library management should put in place a conducive environment for its staff to have a successful job rotation program.

## References

- Adjei, D. (2012). Impact of job rotation on employees' performance a case study:  
Utrak financial service limited. Master's degree thesis Kwame Nkrumah University of science and technology Ghana. Retrieved from <https://ir.knust.edu.gh/bitstream/123456789/7534/1/DORA%2BADJE1.pdf>
- Akapojotor, O. Lucky, Tinuoye, O. and Ogheneghatowho, G. (2016). Influence of job rotation employee productivity in Federal University Libraries in Southern Nigeria. *An international journal of information and communication Technology*, 13 (2), 2-6
- Amune, J.B. (2014). A comparative study of the determinate of job satisfaction among male and female librarians in public university libraries in Edo state of Nigeria. *International journal of education and research*, 2 (7).
- Amusa, I.O., Iyoro, A.O. and Ajani, O.F. (2013). Work environments and job performance of librarians in public universities in south-west Nigeria. *International Journal of Library and Information Science*, 5(11) 457-561.
- Beckard, S. (2004). Understanding human personality. Chicago: SRA incorporated.
- Bonk, W.J. (2006). Education and training of non-professionals in an organization. *Journal of information science*, 58(24) 34-36.
- Dabas, C. K. (2008). Quality management in libraries. India: Essess publication. 40p.
- Dibella, A.J. and Nevis, E.D. (1996). Understanding organizational learning capacity. *Journal of management studies*, 33(3), 361-379.
- Elewa, S.E. (2017). Effect of job rotation and role stress on job satisfaction and organizational commitment among large scale of administrative staff in non-profit organization. Retrieved from <https://library.iugaza.edu.ps/thesis/121799.pdf> on 6th March 2018.
- Khatri, Ramlal (2017). Library administration. New Delhi: APH publishing corporation  
Pg 167-168
- Masanja, S. (2013). Effect of workplace conditions on primary school teacher job satisfaction in Tanzania, Doctoral thesis university of Darussalam.
- Omelayo, B.O and Ajila, C.K. (2012). Leadership styles and organizational climate as determinants of job involvement and job satisfaction of workers in tertiary institutions. *Business management research*, 1 (3) 28-36.
- Graham, D. (2014). Definition, importance and determinants of productivity. Retrieved On 26<sup>th</sup> November 2018 from <https://s3.amazonaws.com/zanran-storage/economics.adelaide.edu.au/contentpages/2523797741.pdf>
- Saravani, S.R. and Abbasi, B. (2012). Investigating the influence of job rotation on performance by considering skills variation and job satisfaction of bank employees. *Technickivjesnik* 20(2). Retrieved from <https://hrack.srce.hr/file/153018>.

- Tella, A., Ayeni,C.O. and Popoola, S.O.(2007). Work motivation, job satisfaction and organization commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library philosophy and practice*.Retrievedfrom:  
<http://www.wedpages.uidaho.edu/~mbolin/tella2.pdf>
- Timothy. andOyinloye, O. (2017). Preservation and conservation of library resources In Bingham University Library.*International journal of applied technologies in Library and information management*. Vol.3, No.1. pg. 98-100
- Udomisor, I.E.andHaruna (2010). Job satisfaction among non-professional staff in Ramat library, university of Maiduguri. *Nigerian Libraries*, 43, 68-86.