

THE EFFECT OF THE BENEFIT OF JOB ROTATION ON EMPLOYEE DEVELOPMENT**PENGARUH DARI MANFAAT ROTASI KERJA TERHADAP PENGEMBANGAN KARYAWAN**

by:

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Abstract : Generally a bank is a financial institution licensed by government of a country to provide loans, deposits, pay interest, financial transactions between one client to another and some financial services to its client. All of that can happen because employees of each of these banks that works in order to make it happen. The more qualified employee will give positive impact for each banks. Job rotation in this case, the employee will be in a division for a period of time and then moved to other division. Based on the background of job rotation in banks, researcher wants to do a research about the effect of the benefit of job rotation on employee development. The objective of this research is to analyze the effect of the benefit of job rotation on employee development. The type of this research is causal research, used Ordinal Regression Analysis and 100 sample. The result of this research shows that personal development and administrative knowledge have significant effect on employee development while employee interest, organization knowledge and technical knowledge have no significant effect to the dependent variable. Bank management should consider administrative knowledge and personal development because it affects employee development. This is important because job rotation will provide positive results for employee development when job rotation is well managed by management.

Keywords : *employee development, job rotation, ordinal regression*

Abstrak : Umumnya bank adalah lembaga keuangan yang diberi lisensi oleh pemerintah untuk memberikan pinjaman, deposito, membayar bunga, transaksi keuangan antara satu klien dengan yang lain dan beberapa layanan keuangan kepada kliennya. Semua itu bisa terjadi karena karyawan dari masing-masing bank ini yang bekerja untuk mewujudkannya. Karyawan yang berkualitas akan memberi pengaruh positif untuk setiap bank. Rotasi pekerjaan dalam hal ini, karyawan akan berada dalam divisi untuk jangka waktu tertentu dan kemudian pindah ke divisi lain. Berdasarkan latar belakang rotasi pekerjaan di bank, peneliti ingin melakukan penelitian tentang pengaruh manfaat rotasi kerja pada pengembangan karyawan. Tujuan dari penelitian ini adalah untuk menganalisis pengaruh manfaat rotasi pekerjaan terhadap pengembangan karyawan. Jenis penelitian ini adalah penelitian kausal, menggunakan regresi ordinal dan 100 sampel. Hasil penelitian menunjukkan bahwa pengembangan pribadi dan pengetahuan administratif berpengaruh signifikan terhadap pengembangan karyawan sedangkan minat karyawan, pengetahuan organisasi dan pengetahuan teknis tidak berpengaruh signifikan terhadap variabel dependen. Manajemen Bank sebaiknya mempertimbangkan pengetahuan administratif dan pengembangan pribadi karena mempengaruhi pengembangan karyawan. Hal ini penting karena rotasi pekerjaan akan memberikan hasil positif bagi pengembangan karyawan ketika rotasi pekerjaan diatur dengan baik oleh manajemen.

Kata Kunci : *pengembangan karyawan, rotasi pekerjaan, regresi ordinal*

INTRODUCTION

Research Background

Indonesia also have many commercial banks that operate to achieve their target. Bank Mandiri, Bank Sulut, Bank Central Asia, Bank Indonesia are some of the well known bank in Indonesia especially this research will take place in Manado, North Sulawesi with 4 of these bank's employee will be participated.

The more qualified employee will be a positive improvement for each banks. In dealing with task that given to the employee, these banks also wants to prevent several factors that can caused the decline of employee performance and the development of the employee such as boredom and stress. Basically, the decline in enthusiasm and excitement of job due to dissatisfaction of employees on their job. Meanwhile, the achievement of the organization goal depends on the quality of its human resources. To create skilled and reliable human resources, an organization needs to manage human resources that will fill suitable jobs, so the employees can work more effectively and efficiently to help the organization achieve the goal.

Job rotation in this case, the employee will be in a division for a period of time and then moved to other division. While they work in a division they will learn about new things in there, the job rotation will be good for the development of the employee itself to be more understanding about their role and job to do. Employee who take part on the job rotation policy will affect their employee interest, personal development, administrative knowledge, organization knowledge and technical knowledge because they will be developed since they have took new task and the employee interest itself and then they can be put in a suit job by their employer. Based on the research background, researcher wants to do a research about The Effect of the Benefit of Job Rotation on Employee Development.

Research Objectives

Based on the research problems, the objectives of this study are to know the effect of employee interest, personal development, administrative knowledge, organization knowledge, technical knowledge on employee development partially and simultaneously.

LITERATURE REVIEW

Human Resource Management

According to Mondy, Noe and Premaux (1993) Human Resource Management (HRM) is the utilization of human resources to achieve organizational objectives. There are several functions of human resources management; human resource planning, recruitment, selection, human resource development, compensation, benefits, safety, health, employee and labor relations. Dessler and Tan (2009) stated that human resource management is the process of recruiting, training, appraising, and rewarding employees. Dessler and Tan (2009) explain about five function of managing: planning, organization, staffing, leading, and controlling.

Job Rotation

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization. It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place. In addition to it, it reduces the monotony of the job and gives them a wider experience and helps them gain more insights (Management Study Guide, 2018).

Employee Interest

Employee interests vary markedly, yet usually relate to fair treatment by employers, career goals, and managing the demands of the work organisation in relation to demands that originate from outside the work organisation. Employees' whose interest profiles matched their job profiles were more likely to perform better, help others in the organization, and stay with the company longer. When evaluating job applicants, employers want to be sure that they choose the right person for the job. Research published in the July 2012 issue of [Perspectives on Psychological Science](#), a journal of the [Association for Psychological Science](#), suggests that a different factor – employee interests – may be a better way to predict who will perform well on the job.

Organization Knowledge

According to Tsoukas and Vladimirou (2001) organizational knowledge is the capability members of an organization have developed to draw distinctions in the process of carrying out their work, in particular concrete contexts, by enacting sets of generalizations whose application depends on historically evolved collective

understandings. (Gates, 1999; Lehner, 1990; Terrett, 1998; Brown and Duguid, 2000; Hendriks and Vriens, 1999) cited by Tsoukas and Vladimirou (2001) stated that organizational knowledge tends to be viewed as synonymous with information, especially digital information, in which case the interesting issue is thought to be how knowledge-as-information is best stored, retrieved, transmitted and shared.

Personal Development

Personal development is a lifelong process. It is a way for people to assess their skills and qualities, consider their aims in life and set goals in order to realise and maximise their potential. Why is Personal Development Important? There are many ideas surrounding personal development, one of which is Abraham Maslow's process of self-actualisation. Maslow (1970) suggests that all individuals have an in-built need for personal development which occurs through a process called self-actualisation.

Administrative Knowledge

Administrative knowledge is the knowledge used in conjunction with the support operations in an organization such as administering benefits or troubleshooting problem accounts (Garvin, 1997) cited by Amaravadi (2005). Amaravadi (2005) stated that Administrative knowledge or office knowledge is the knowledge used in conjunction with the support operations in an organization.

Technical Knowledge

Technical knowledge according to **Guzella (2016)**, which is knowledge related to an individual's work process. For example, someone who works in human resources should be an expert in the specific knowledge related to the area. Imagine the quality of a civil engineer's work if they were unable to master calculations or knowledge on the application of materials. The same is true for professionals who work in the tax sector, logistics, marketing, finance and production, among others.

Previous Research

Mohan and Gomathi (2015). *The Effects of Job Rotation Practices on Employee Development: An Empirical Study on Nurses in the Hospitals of Vellore District*, The study has provided additional insights into the relationship between the job rotation practices and Employee development especially among the nurses of the hospitals in Vellore district. It brings the clear empirical evidence that there is positive effect of job rotation on employee development activities in the hospitals.

Hameed and Waheed (2011). *Employee Development and Its Affect on Employee Performance A Conceptual Framework*, The paper presents the importance of the employee developmental activities, importance of investment in a human capital, and challenges in employee development. The further discussion develops a proposed model which explains the relationship between employee development variables (employee learning, skill growth, self directed, employee attitude) and employee performance variable. The employee performance will affect on organizational effectiveness.

Yavarzadeh, Rabie and Hoseini (2015). *Assessing the Effect of Job Rotation on Individual and Organizational Consequences Case Study: Isfahan State Welfare Organization*, the results were then obtained by random sampling, questionnaire distribution, and multivariate regression analysis of data. First, second, and fourth hypotheses (referring to significant correlation between job rotation, job burnout, and job career) were confirmed. However, the hypothesized correlation between job rotation, job burnout, and job career was not accepted.

Kaymaz (2010). *The Effects of Job Rotation Practices on Motivation: A Research on Managers in the Automotive Organizations*, The research results support the theory that job rotation practices have a positive effect on motivation. A decrease in monotony, an increase in knowledge, skills and competence and development of social relations in job rotation practices were determined as having a positive effect on motivation. From this aspect, the result of the research can easily express that job rotation applications decrease boredom and moving from one department to another increase morale and cause motivation.

Tarus (2014). *Effects of Job Rotation Strategy on High Performance Workplace, in Lake Victoria North Water Services Board, Kenya*, The findings of this study showed that job rotation as a strategy had a significant effect on high performance workplace. This means that as organizations enhance job rotation, they are more likely to perform highly. These findings also suggest that water services boards in Kenya should know how employees perceive job rotation and how it affects their psychological empowerment.

Conceptual Framework

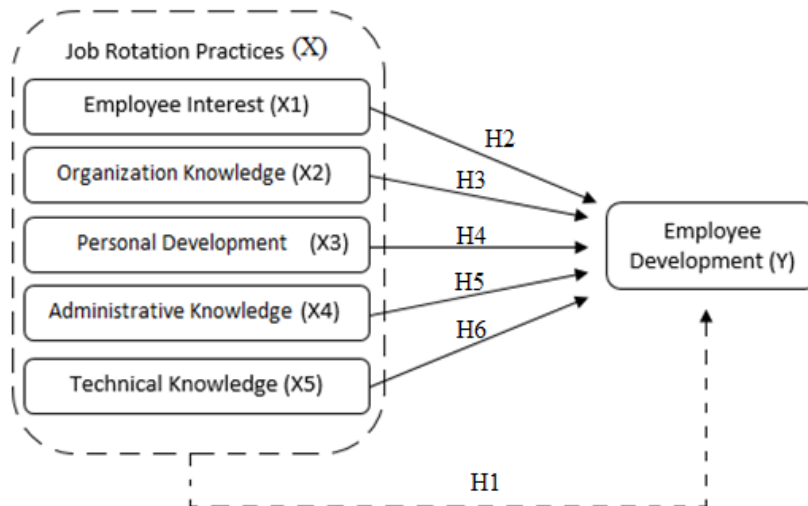


Figure 1. Conceptual Framework

Hypothesis

- H_1 : There is an effect of employee interest, organization knowledge, personal development, administrative knowledge, technical knowledge on employee development simultaneously.
- H_2 : There is an effect of employee interest on employee development partially.
- H_3 : There is an effect of organization knowledge on employee development partially.
- H_4 : There is an effect of personal development on employee development partially.
- H_5 : There is an effect of administrative knowledge on employee development partially.
- H_6 : There is an effect of technical knowledge on employee development partially.

RESEARCH METHODOLOGY

Type of Research

The type of this research is a causal research, which it will find out the effect of the benefit of job rotation on employee development in banks that operating in Manado area. Causal research is collect data that enables decision makers to determine cause-and-effect relationship between two or more variables. This research is quantitative research and using ordinal regression analysis as a tool to analyze the data.

Place and Time of Research

This research will be done in banks that operating in Manado area. This research is conducted in September - December 2017 and May 2018.

Population and Sample

Hair et al. (2007) population is the total of all the elements that share some common set of characteristics. In this case the population of this research is the employee of 4 banks in Manado. the sample of 100 respondents gave a ratio approximately 25 respondents per independent variable which proved that a more than sufficient sample size is achieved to allow generalizability.

Data Collection Method

Primary data is data that researcher find through research problem. Researcher collected the data through questionnaires from employee's answer.

Data Analysis Method

Validity Test

According to Hair et al. (2007) validity is the extent to which a construct measures what it is supposed to measure. According to Sekaran and Bougie (2013) validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure.

Reliability Test

Sekaran and Bougie (2009) stated that the reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. In other words, the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the “goodness” of a measure.

Ordinal Regression Analysis

[Ordinal regression](#) is a statistical technique that is used to predict behavior of ordinal level dependent variables with a set of independent variables. The dependent variable is the order response category variable and the independent variable may be categorical or continuous (Statistics Solutions, 2018).

RESULT AND DISCUSSION

Result

Validity Test Result

Table 1. Correlations

		Correlations						
		Employee Interest	Organization Knowledge	Personal Development	Administrative Knowledge	Technical Knowledge	Employee Development	TotalXY
Employee Interest	Pearson Correlation	1	.633**	.612**	.466**	.514**	.451**	.793**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Organization Knowledge	Pearson Correlation	.633**	1	.600**	.597**	.552**	.523**	.798**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Personal Development	Pearson Correlation	.612**	.600**	1	.588**	.644**	.562**	.844**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Administrative Knowledge	Pearson Correlation	.466**	.597**	.588**	1	.555**	.583**	.769**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100	100
Technical Knowledge	Pearson Correlation	.514**	.552**	.644**	.555**	1	.548**	.797**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100	100
Employee Development	Pearson Correlation	.451**	.523**	.562**	.583**	.548**	1	.771**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100
TotalXY	Pearson Correlation	.793**	.798**	.844**	.769**	.797**	.771**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100

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

Source: SPSS, 2018

The Correlation between Employee Interest (0.793), Organization Knowledge (0.798), Personal Development (0.844), Administrative Knowledge (0.769), Technical Knowledge (0.797). All of the variables show a positive relationship. Therefore, the data is considered as valid.

Reliability Test Result

Table 2. Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.875	6

Source: SPSS, 2018

Reliability test result in the Table 2 the Alpha Cronbach has a value 0.875, it proves the data is reliable.

Ordinal Regression Analysis

Table 3. Ordinal Regression Result

Case Processing Summary			
		N	Marginal Percentage
Employee Development	12.00	10	10.0%
	13.00	3	3.0%
	14.00	7	7.0%
	15.00	10	10.0%
	16.00	36	36.0%
	17.00	10	10.0%
	18.00	7	7.0%
	19.00	5	5.0%
	20.00	12	12.0%
Gender	Laki-Laki	54	54.0%
	Perempuan	46	46.0%
Status	Belum Menikah	36	36.0%
	Menikah	64	64.0%
Education	D3	3	3.0%
	S1	85	85.0%
	S2	10	10.0%
	SMA	2	2.0%
Length of Work	<5 tahun	49	49.0%
	>20 tahun	9	9.0%
	11-20 tahun	12	12.0%
	5-10 tahun	30	30.0%
Valid		100	100.0%
Missing		0	
Total		100	

Source: SPSS, 2018

The dependent variable is Employee Development and the independent variables are Employee Interest, Organization Knowledge, Personal Development, Administrative Knowledge and Technical Knowledge.

Model Fitting Information

Table 4. Model Fitting Information Result

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	385.859			
Final	312.306	73.553	13	.000

Link function: Logit.

Source: SPSS, 2018

-2 Log Likelihood shows that without the independent variable (intercept only) the value is 385.859. However, with the dependent variable (final) the value is decreasing to 312.306. This value changing the chi-square value is 73.553 and significance of actual level 5% (sig. 0.000).

Goodness of Fit Test

Table 5. Goodness of Fit Test Result

Goodness-of-Fit				
	Chi-Square	df	Sig.	
Pearson	1048.195	731	.000	
Deviance	310.684	731	1.000	

Link function: Logit.

Source: SPSS, 2018

Pearson value is 1048.195 and deviance value is 310.684. It means the model fits the empirical data or model fits the data well.

Pseudo R-Square

Table 6. Pseudo R-Square Result

Pseudo R-Square	
Cox and Snell	.521
Nagelkerke	.532
McFadden	.190

Link function: Logit.

Source: SPSS, 2018

Cox and Snell value 0.521 (52.1%), Nagelkerke value 0.532 (53.2%) and McFadden value 0.190 (19.0%). It shows that Employee Interest, Organization Knowledge, Personal Development, Administrative Knowledge and Technical Knowledge are able to explain Employee Development as much as 53.2% while the rest 46.8% is explained by other factors that are not included in this research.

Parameter Estimate

Table 7. Parameter Estimate Result

Parameter Estimates							95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[Y = 12.00]	16.715	3.143	28.284	1	.000	10.555	22.875
	[Y = 13.00]	17.110	3.154	29.426	1	.000	10.928	23.292
	[Y = 14.00]	17.761	3.176	31.277	1	.000	11.537	23.985
	[Y = 15.00]	18.459	3.200	33.273	1	.000	12.187	24.731
	[Y = 16.00]	20.681	3.312	38.982	1	.000	14.189	27.173
	[Y = 17.00]	21.598	3.372	41.021	1	.000	14.989	28.207
	[Y = 18.00]	22.472	3.431	42.891	1	.000	15.746	29.197
	[Y = 19.00]	23.242	3.477	44.676	1	.000	16.426	30.057
Location	X1	.014	.101	.019	1	.892	-.185	.212
	X2	.250	.183	1.866	1	.172	-.108	.608
	X3	.270	.133	4.107	1	.043	.009	.532
	X4	.423	.165	6.603	1	.010	.100	.746
	X5	.224	.136	2.725	1	.099	-.042	.490
	[Gender=Laki-Laki]	.081	.415	.038	1	.845	-.732	.894
	[Gender=Perempuan]	0 ^a	.	.	0	.	.	.
	[Status=Belum Menikah]	.298	.455	.429	1	.513	-.594	1.190
	[Status=Menikah]	0 ^a	.	.	0	.	.	.
	[Education=D3]	4.814	1.959	6.040	1	.014	.975	8.653
	[Education=S1]	2.979	1.546	3.715	1	.054	-.050	6.008
	[Education=S2]	3.862	1.597	5.848	1	.016	.732	6.992
	[Education=SMA]	0 ^a	.	.	0	.	.	.
	[LengthOfWork=<5 tahun]	-.455	.480	.897	1	.344	-1.397	.487
	[LengthOfWork =>20 tahun]	.784	.816	.924	1	.336	-.815	2.383
	[LengthOfWork =11-20 tahun]	.855	.687	1.547	1	.214	-.492	2.202
[LengthOfWork =5-10 tahun]	0 ^a	.	.	0	.	.	.	

Link function: Logit.

a. This parameter is set to zero because it is redundant.

Source: SPSS, 2018

It shows that variables X_1 , X_2 and X_5 do not have significant influence on Employee Development but Variables X_3 and X_4 which are Personal Development and Administrative Knowledge have significant influence on Employee Development.

F-Test

Table 8. F-Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	223.577	5	44.715	15.314	.000 ^b
	Residual	274.463	94	2.920		
	Total	498.040	99			

a. Dependent Variable: Employee Development

b. Predictors: (Constant), Technical Knowledge, Employee Interest, Administrative Knowledge, Organization Knowledge, Personal Development

Source: SPSS, 2018

The degree of freedom 1 (numerator) is 5 and degree of freedom 2 (denominator) is 94 with the level of significance is 0.05 ($\alpha = 0.05$) and the level of confidence is 95% then F_{table} is 2.31. The result is F_{count} (15.314) > F_{table} (2.31).

Test of Parallel Lines

Table 9. Test of Parallel Lines

Test of Parallel Lines ^a					
Model		-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis		312.306			
	General	203.420 ^b	108.886 ^c	91	.097

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

b. The log-likelihood value cannot be further increased after maximum number of step-halving.

c. The Chi-Square statistic is computed based on the log-likelihood value of the last iteration of the general model. Validity of the test is uncertain.

Source: SPSS, 2018

The differences of -2 Log Likelihood between model with an intercept only and independent variable is as much as 203.420 with sig. .097 (0.05), resulting the model have equal parameter, so that selection of link function is fitted.

Discussion

Based on the result of Parameter Estimates and F-Test, it can be seen that Administrative Knowledge and Personal Development have significantly influence toward Employee Development, but Employee Interest, Organization Knowledge and Technical Knowledge do not have significantly influence towards employee development. The influence of Administrative Knowledge and Personal Development on Employee Development can be illustrated in ordinal regression analysis that is significant.

CONCLUSION AND RECOMMENDATION

Conclusion

After examining the findings and discussing the result, the conclusion based on this research can be concluded as follows:

1. Result of the F-Test shows that the independent variable which are Employee Interest, Organization Knowledge, Personal Development, Administrative Knowledge, Technical Knowledge have simultaneously affects on Employee Development as a dependent variable.
2. Employee Interest as one of independent variable shows that there is no significant effect on Employee Development.
3. Organization Knowledge as one of the independent variable shows that there is no significant effect on Employee Development.
4. Personal Development as one of the independent variable shows that there is significant effect on Employee Development.
5. Administrative Knowledge as one of the independent variable shows that there is significant effect on Employee Development.
6. Technical Knowledge as one of the independent variable shows that there is no significant effect on employee development.

Recommendation

Based on the result and the conclusion of this research, there are some recommendations that can be concluded:

1. The management these Banks in North Sulawesi must consider that administrative knowledge and personal development influencing employee development significantly. It is important because job rotation will contribute a positive result to employee development when the job rotation arranged well by the management. Then it is suggested to the management to arrange and put the employees in the proper position so they can fulfil the goal.
2. Based on the result of this research, these Banks in North Sulawesi must improve their job rotation because three out of five variables are not significantly affect the employee development.
3. Future research should add other variable that can influence the employee development so the job rotation can be maximized because there are four out of five variables that do not significantly affect the dependent variable which is employee development.

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