

Job Rotation and Employee Contextual Performance of Internationally Licensed Deposit Money Banks, Nigeria.

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Abstract

This study investigated the relationship between job rotation and employee contextual performance in internationally licensed deposit money banks in the South-South of Nigeria. The study is premised on the basis of three (3) criteria – its geographical location, the industry, and license. The study identified eight (8) banks with national and international authority of operation in South-South, Nigeria. The study is designed as a correlational study and adopted the structured questionnaire in its generation of data from 129 workers within the context of deposit money banks in the South-South of Nigeria. A total of 3 (three) hypotheses were tested in the study, with the bivariate hypotheses assessed using the Spearman's rank order correlation coefficient. The tests revealed that job rotation significantly associate with the measures of employee contextual performance in deposit money banks. Thus all null hypotheses were rejected as evidence showed that job rotation is crucial and contribute substantially towards employee contextual performance outcomes. On this note, it was affirmed that actions that translate as job rotation drive and enhance outcomes of employee contextual performance such as cooperation, volunteering and knowledge sharing are recommended. It was further recommended that interest should shift towards ensuring the transfer of roles through new experiences that facilitate improved workplace relations within the organization.

Keywords: *Job Rotation, Employee Contextual Performance, Cooperation, Volunteering, Knowledge sharing*

Introduction

Present day organizations are faced with improvement on productivity in their daily business activities. Productivity is achieved through job performance which stands as a widely researched domain in literature of human resource development and organizational behaviour. Job performance which also refers to work performance is a widely used tool and metric in management, however organizations rarely address what it really is, which dimensions it includes, and in which areas of work it becomes important. As an important building block in management, job performance has three major components; task, adaptive and contextual performance. One of the main objectives of any working professional, whether a manager or an employee, is to deliver high performance on the job and to support coworkers, supervisors or customers (Borman & Motowidlo, 1993) in technical skills and knowledge, and to demonstrate behaviours that instill self-discipline, willingness and persistence to exert effort. On a general level, job performance describes the contribution of an individual to the overall success of an organization. On a more specific and measurable level, job performance can be broken down into different factors, depending on the framework, the factors vary.

In every organization, managers expect their employees to be more involved in their work, to be positively engaged in pursuit of common goal and to exert extra effort than what is specified in their job description. In a nutshell, managers desire their employees to go the proverbial extra mile and not restrict themselves to the formal job roles and responsibilities (Hira & Wagas, 2012; Bahani, 2013; Hussain & Mujtaba, 2013). These extra role behaviours which are not formally asked of but supplement the task behaviours of the employee are called contextual behaviours. This set of interpersonal and volitional behaviour encompasses behaviours such as voluntarily helping peers who are lagging behind, acting amiably so as to maintain good working relationships, exerting extra effort for the timely completion of a task, and introducing a new employee to the work culture etc. Unlike, the task behaviours, contextual behaviours are same or similar across the rank and file of the organization. Another important distinction between the two performances is that unlike task performance, contextual performance doesn't depend on one's competency or talent rather on one's attitude and compassion towards others (Hussain & Mujtaba, 2013).

In other to appropriate the concept effectively, there is need to understand the meaning and significance of job analysis and job design. According to Kapur (2020) job analysis is referred to the process of determining the features, which are necessary to carry out the performance of job duties satisfactorily. It is concerned with

conducting an analysis of the working environmental conditions. Whereas, job design is the methodical attempts to organize the tasks, duties and responsibilities into the working environment, so as to achieve the desired goals and objectives. The job design promotes integration of the work content, educational qualifications, skills and aptitude required for every job that meets the needs and requirements of the human resources and lead to progression of organization as a whole. It is essential for the members of the organization to work resourcefully and conscientiously towards enhancement of these concepts on a continuous basis in order to achieve organizational goals. The purpose of the study is to investigate the relationship between job rotation and employee contextual performance in internationally licensed deposit money banks in the South-south of Nigeria.

The study was guided by the following research questions:

- i. What is the relationship between job rotation and cooperation in internationally licensed deposit money banks in the South-south of Nigeria?
- ii. What is the relationship between job rotation and volunteering in internationally licensed deposit money banks in the South-south of Nigeria?
- iii. What is the relationship between job rotation and knowledge sharing in internationally licensed deposit money banks in the South-south of Nigeria?

Conceptual Framework

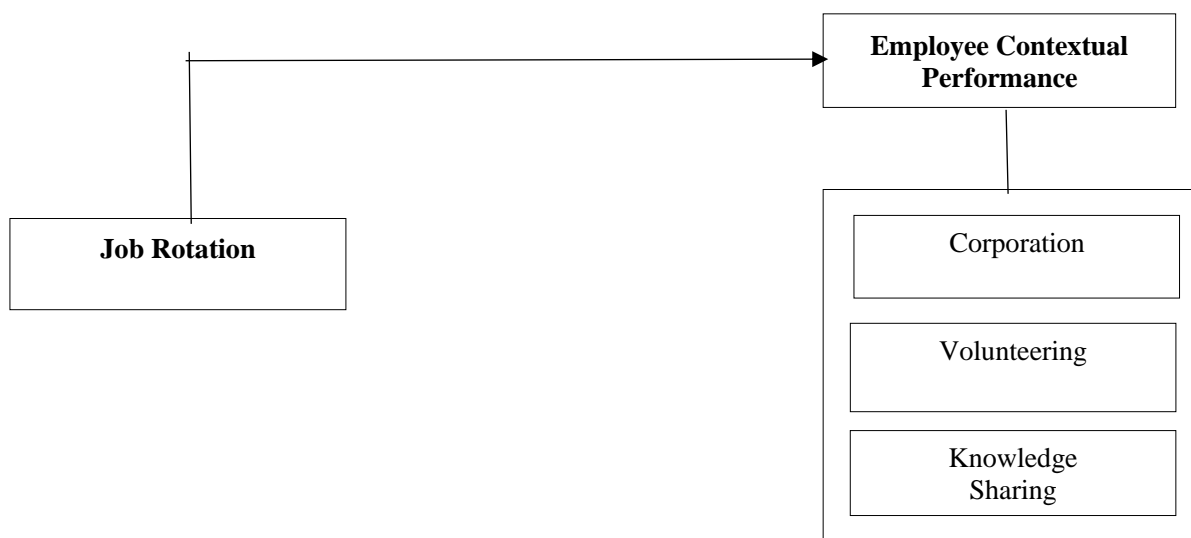


Fig.1: Conceptual framework for job rotation and employee contextual performance

Source: Author's Desk Research, 2021

Theoretical Foundation

Herzberg's Two-Factor Theory

This theory was advanced by Herzberg (Katou, 2017) who argued that in relation to the job, employees are often motivated not only by the content of the job but also by other external factors associated with the job. While the job related factors comprised of motivational elements emerging from the job such as recognition, responsibility, growth, experience etc., other external factors referred to as the hygiene factors which are considered as external to the job but nonetheless imperative

for driving the performance, satisfaction and retention of employees comprise of interpersonal relations, organizational policies, workplace conditions and emerging social networks. Macrae and Furnham (2017) observed that both factors have a high association on the wellbeing and predisposition of the employee towards the job, their co-workers and the organization as a whole.

Herzberg hypothesized that satisfaction of job and dissatisfaction of job work separately of each other. The theory indicates that there are some factors in the place of work which result in satisfaction of job, whilst a different factors set result to dissatisfaction of job. The concept of job enrichment was advanced by Frederick Herzberg (cited in Kangure, 2015) which was a reply to the 'white collar woes' and the 'blue-collar blues' for the period of the 1960's to 1970's. The period was characterized by workers responding to their job in different 'unproductive ways' for instance through sabotage, absenteeism, strikes and turnover; a reply which was seen to be partially an outcome of a universal increase in aspirations and abilities of people via improved access to education. The basic theory's tenet is that change of factors of hygiene could conquer discontent but cannot enhance satisfaction as well as motivation. Job satisfaction can just be motivated by shifting jobs intrinsic aspects. It has been reported that functioning in a state of motivation-seeking is extra industrious as compared to functioning in a state of hygiene-seeking, and so anticipated making work extra enriching via doing an increment of the motivators present at works (Kehinde, 2011). Several principles have been recommended and they include; increasing accountability of an individual, removing some controls on workers, giving workers natural or whole work units, offering direct feedback to workers rather than feedback just to supervisors, increasing freedom, discretion and authority, assigning specialized responsibilities to workers in order that they can become professionals and initiating more difficult responsibilities (Kehinde, 2011).

In applying this theory as a foundation to the discussion on the relationship between job design and employee performance, it is imperative to draw on its basis for employee motivation and inherent retention as stemming from both job related and external factors in advancing outcomes of employee retention. The theory provides a suitable premise for the effective redefinition of roles in line with cooperation, volunteering and knowledge sharing windows expected for task completion.

The Concept of Job Rotation

Job rotation involves the systematic movement of employees from one job to another. Job remains unchanged but the employees performing them transfer from one job to another. With job rotation, an employee is provided with the opportunity to perform different jobs, which enriches the knowledge, skills, and aptitude that are required to perform them. It is normally regarded as the process of preparing employees at a lower level to replace someone at the higher level. It is generally done at the designations that are crucial for the operative functioning of the organization. Job rotation helps in reducing monotony and arouses interest and enthusiasm of the individuals towards the performance of their job duties. In this manner, the employees are able to gain experience and up-grade their competencies and abilities in terms of other job duties. They are able to learn new techniques, and methods of carrying out job duties.

Bloom and Lemos (2012) defines job rotation as a system that permits workers to rotate from one job to another in a prearranged manner. Job rotation is said to be a role of learning within organizations as workers get an opportunity to achieve a variety of job as well as varying roles (Sung & Ashton, 2015). Rotation of job is as well recognized as a practical aggrandizes and approach job associated tasks. This explains why rotation of job is planned within the phase of job training since it confirms useful whilst moving workers from one job to another so as to discover more as well as enhance their knowledge by conducting a range of tasks. Consequently employees efficiency rise and it associate positively to the employees' performance.

According to Campion, Cheraskin and Stevens (cited in Tarus, 2014), job rotation produces two beneficial effects. First, an employee who rotates accumulates experience more quickly than an employee who does not rotate. Hence job rotation is mentioned as an effective tool for career development. Second, an employee who rotates accumulates experience in more areas than an employee who does not rotate. Hence, if an employee rotates more frequently, it is easier to train him to become a generalist. Job rotation "provides an organisational overview, encourages interdepartmental cooperation, brings fresh viewpoints to otherwise stagnant sections of the organisation, and it promotes flexibility (Rohr, 2000). It also contributes to career satisfaction by sharing the "good" and "bad" assignments, and

provides the organisation the ability to rapidly fill vacancies (Rohr, 2000). Job rotation produces innovation by improving a firm's ability to generate and respond to change (Atambo & Ayaga, 2016). Process style innovations are produced because of workers knowledge of the overall relationship among tasks, allowing workers to apply their knowledge of one task to the improvement of others (Cosgel & Miceli, 1998).

The Concept of Employee Contextual Performance

Employee performance suggests employee productivity and efficiency as a result of employee growth (Khan & Jabbar, 2013). Sinha (2001) defined employee performance as depending on the willingness and the openness of the employee to do the job. Employee performance in the organisation is very important to determine company's success and profitability. According to Chien (2015), a successful organisation requires employees who are willing to do more than their usual job scope and contribute performance that exceed goal's expectations. Employees' performance is imperative for performance to yield organizational effectiveness in an increasingly competitive environment (Aryeet *et al.*, 2014). In the contemporary business environment, most of the companies facing challenges are obligated to put more emphasis on enhancing employees' performance (Gruman & Saks, 2011). It is argued that to engage in effective performance, management needs to empower employees to design their job and roles. In so doing employees will discover job more fit between employees' skills, needs and values (Gruman & Saks, 2011).

In today's competitive business world, employees are expected not only to perform their required roles mentioned in their job description but also to perform tasks that may not be explicitly part of their job description such as helping a co-worker in his or her task, familiarizing a newly-joined employee to his work and supporting organizational policies etc. (Saleem *et al.*, 2013). Such behaviours which are expected of an employee but not categorically mentioned in one's job description are called pro-social behaviours or extra-role behaviours and the performance is called contextual performance (Sattar & Ali, 2014; Shaju & Subhashini, 2017). These contextual behaviours are significant to any organization as they facilitate enhanced communication and improved social interaction among the workforce (Kimani *et al.*, 2017; Asaf & Alswalha, 2013; Naharuddin & Sadegi, 2013). Contextual performance is closely related to various other constructs like extra-role behaviour, civic organizational behaviour, pro-social behaviour, and most notably with organizational citizenship behaviour (OCB). Several articles have addressed both the similarities and differences between contextual performance and organizational citizenship behaviour (Naharuddin & Sadegi, 2013). Although, all these constructs have subtle differences yet they all depict co-operative behaviours that are intentional, wilful, non-compulsory and goes beyond the formal job roles.

Cooperation

Cooperation describes a process of openness towards working with significant others. In the most generic use of the term 'cooperation', every employment relationship involves cooperation to the extent that the parties are participating in that relationship (Naharuddin & Sadegi, 2013). But one finds this unhelpful because it does not recognise the sense of working together harmoniously that many consider central to the meaning of cooperation. Moreover, the concept of cooperation is (perhaps surprisingly) complex, leading to many, often competing, perspectives on what cooperation means and how it can or should be advanced within the employment relationship. In the context of this paper, cooperation is adapted to imply the willingness of the worker in terms of engaging in mutually benefiting and progressive behaviour or actions with co-workers and with the organization's management (Naharuddin & Sadegi, 2013).

Cooperation means workers participation in decision making; participatory or cooperative practices in an enterprise to achieve organizational goals and meet employees need (Heron, Macdonald & Vandenebeele, 1997). The authors argue that cooperation can take various forms, such as information sharing, direct or indirect consultation, and financial participation. Collective bargaining is also a form and a vehicle for workplace cooperation. Employees' cooperation in the organization is seen through information sharing. Information sharing is the regular and systematic provision, by management to workers, of accurate and comprehensive information on a range of personnel, financial, production, developmental and organizational matters. Information sharing which is a form of cooperation and a pro-social behaviour exhibited by employee, serves as a prerequisite for other forms of workplace cooperation.

Volunteering

Employees that participate in volunteering and perceive meaningfulness from volunteering will tend to classify themselves with an organization as organizational members. As they identify with the organization, they will likely become integrated and congruent with the organization. Subsequently, organizational identification will regulate an individual's perceptions and behaviours within an organizational context (cited in Sehgal, 2012). In this regard, the relationship between volunteer meaningfulness and organizational pride can be explained by social identity theory as Pajo and Lee (cited in Sehgal, 2012) demonstrated that opportunities to volunteer had an important role in promoting an employee's perceptions on one's pro-social organizational identity. Furthermore, volunteering meaningfulness provides employees with a strong sense of connection with their organization because organizational support of such activities is a basis of pride.

Many companies consider that volunteering is an integral part of the overall business plan because it contributes to achieving and maintaining a high level of employee participation. It could also bring certain benefits for companies, employees and communities in which they live and work. Moreover, corporate volunteering enables companies to show their commitment to the community and thus to their customers who are community members (Băbuțău, 2014). Corporate volunteers undertake various activities, depending on their skills and talents, while companies allow them to work as volunteers during the program and offer them additional material or logistical assistance (CVE, 2011). Corporate volunteering is usually found in large corporations and companies (Băbuțău, 2014). However, the small and medium-sized companies also involve their employees in such activities. In all cases the company is the one who will bear the expenses on voluntary actions. Nevertheless, not all companies are interested in volunteering, and each company has a different policy on volunteer programs (Naharuddin & Sadegi, 2013).

Knowledge Sharing

Knowledge is a powerful source of organizations. The importance of knowledge for the development of organizations globally took attention to the researchers in the late 1990s. The World Bank (cited in Shah *et al*, 2014) explained that knowledge, specifically the way a society produced, processed, and integrated knowledge into their lives, was a crucial factor for the organizational development. At present, knowledge is considered as an essential issue of production in an organization as like land, labour, and capital. Knowledge is a fluid mix of experience, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information (Shah *et al*, 2014). KS is the movement of knowledge among individuals in organizations to help others and to collaborate with others for solving problems, develop new ideas, or implement policies or procedures (Wang & Noe, 2010). Therefore, it is the process by which the knowledge possessed by individuals is converted into a form that can be understood and used by other individuals, and which is beneficial for all. In this process people can exchange explicit and tacit knowledge with each other and can create new knowledge (van den Brink, 2003). It is an activity of sharing experiences and individual information in an organization. It takes place as social interaction that involves the exchange of employee knowledge, experiences, and skills throughout an organization by some form of communication (Teeni, 2006; Lin, 2007). KS provides huge impacts to the creation of learning organizational culture, knowledge, and innovation (Casimir, 2012).

Job Rotation and Employee Contextual Performance

Elloy (2012) on the study of effects of job rotation on performance found out that, rotation of job can encourage learning of institution as compared to specialization in situation where there is slight information regarding the virtual dissimilar job responsibilities import. The study also found out that, having the profit that accumulates from learning of institution, rotation of job is a crucial job designs aspect. The study recommended that, properly designed and executed job rotation must be established so as to get better employee's capacity resulting to improved job productivity as well as performance. According to Tang Phaik *et al* (2016) the job nature is positively associated with performance, which signifies that satisfaction together with quantity of variety as well as challenge in one's job essentially impact on performance. The feeling important in eyes of others, sense of job significant, realizing competence of an individual, and liberty to make decisions have been shown to be positively associated to performance. Approaches to design of job put dissimilar stress on satisfaction and performance as preferred results (Aina & Omoniyi, 2014). Some job design methods are interested chiefly in improvement of performance while others are mostly concerned with satisfaction. Vijay and Indradevi (2015) reported that training of employee as well as redesigning of job, the aim is roughly at all times on improving performance of job.

A study on job redesign on performance of employees by Choudary (2016); and Pouliakas and Russo (2015) found out that, redesigns of job raised employees' place of work performance and reduced general expenditure of running organizations' business. The findings of these researches are chiefly of importance since in a more and more competitive environment, it's significant to have guarantees that every intervention will create economic logic. This research therefore aids appreciate that redesigns of job are not merely interventions that assist improve performance of employees but can certainly as well result to largely reductions of cost thus enhancing a outcome of an organization. Bloom and Lemos (2014) studied the association between empowerment, job enrichment, and loyalty of workers. The study's results were that there is a positive relationship between enrichment of job, empowerment, and loyalty of employee in downsizing surroundings. The research was chiefly of interest since downsizing in itself is an intuitional structure change. Reporting such a positive association deduces that redesigns of job aren't merely efficient in still surroundings but can have positive effects on satisfaction of employees even in period when firms to instituting strict actions for instance downsizing. Abidet *al* (2013), on the study of effects of job rotation on employee performance found out that, rotation of job facilitates socialization and information sharing and this result in an extra knowledgeable base of employee and the resulting outcome is that workers assume their responsibilities much better consequently improving productivity of place of work for the workers collectively as well as individually. A study on the rotation of job impact on performance of employee found out that, rotation of job is a significant system of supplementing job involvement and task commitment of employees and by itself plays a significant function in easing usual performance of institutions thus aiding compel effectiveness as well as efficiency, that eventually result to improved productivity of work place (Jathana, 2011).

Thus, this study hypothesizes as follows:

H₀₁: There is no significant relationship between job rotation and cooperation in internationally licensed deposit money banks in the South-South of Nigeria.

H₀₂: There is no significant relationship between job rotation and volunteering in internationally licensed deposit money banks in the South-South of Nigeria.

H₀₃: There is no significant relationship between job rotation and knowledge sharing in internationally licensed deposit money banks in the South-South of Nigeria.

Methodology

The study is designed as a correlational study, primary data was generated through self-administered questionnaire. The population for the study was two hundred and thirty-two (232) staff spread across the deposit money banks in South-South Nigeria. The sample size of 140 was determined using Taro Yamane formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. A total of 3 (three) hypotheses were tested in the study, with the bivariate hypotheses assessed using the Spearman's rank order correlation coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

Data Analysis and Results

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1 Job Rotation and Employee Contextual Performance

		Rotation	Cooperation	Volunteer	Knowledge	
Spearman's rho	Rotation	Correlation Coefficient	1.000	.584**	.458**	.467**
		Sig. (2-tailed)	.	.000	.000	.000
		N	129	129	129	129
	Cooperation	Correlation Coefficient	.584**	1.000	.442**	.733**
		Sig. (2-tailed)	.000	.	.000	.000
		N	129	129	129	129
	Volunteer	Correlation Coefficient	.458**	.442**	1.000	.518**
		Sig. (2-tailed)	.000	.000	.	.000
		N	129	129	129	129
	Knowledge	Correlation Coefficient	.467**	.733**	.518**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	129	129	129	129

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

Source: Researcher's Desk, 2021

Research Question

What is the relationship between job rotation and employee contextual performance in internationally licensed deposit money banks in the south –south Nigeria?

Response: The correlation coefficient (rho) result in table 1 was use to answer research question.

Table 1 shows the result of correlation matrix obtained for job rotation as the first dimension and the measures of employee contextual performance: cooperation, volunteering and knowledge sharing. Also displayed in the table are rho-values which enabled us to answer our research question. The first sets of hypotheses are tentative statements which assess the significance of the relationship between the dimensions of job design and the measures of employee contextual performance. These are as follows:

Table 1 shows the result of correlation matrix obtained in the relationship between job rotation and the measures of employee contextual performance (cooperation, volunteering and knowledge sharing). The result showed that there is a positive and strong significant relationship between job rotation and cooperation with a rho-value of 0.584. Likewise, the results found that there is a positive and moderate significant relationship between job rotation and volunteering with rho-value 0.458. Lastly, the result found that there is a positive and strong significant relationship between job rotation and knowledge sharing with a rho-value of 0.467 in internationally licensed deposit money banks in the South-South, Nigeria.

Ho1: There is no significant relationship between job rotation and cooperation in internationally licensed deposit money banks in the South-South, Nigeria.

Since the p-value (0.000) is less than the level of significance (alpha) (0.5), we therefore reject the null hypothesis and conclude that: there is a significant relationship between job rotation and cooperation of internationally licensed deposit money banks, South-south, Nigeria. The finding has helped to answer research question one.

Ho2: There is no significant relationship between job rotation and volunteering in internationally licensed deposit money banks in the South-south of Nigeria

Since the p-value (0.000) is less than the level of significance (alpha) (0.5), we therefore reject the null hypothesis and conclude that: there is a significant relationship between job rotation and volunteering of internationally licensed deposit money banks, South-south, Nigeria. The finding has helped to answer research question one.

Ho3: There is no significant relationship between job rotation and knowledge sharing in internationally licensed deposit money banks in the South-south of Nigeria

Since the p-value (0.000) is less than the level of significance (alpha) (0.5), we therefore reject the null hypothesis and conclude that: there is a significant relationship between job rotation and knowledge sharing of internationally licensed deposit money banks, South-south, Nigeria. The finding has helped to answer research question one.

The result depicted in table 1 indicates that contrary to the previous hypothesized statement of no significant relationship between the variables, the results show that job rotation significantly influences the employee's level of cooperation, volunteering and knowledge sharing. On this basis all three hypotheses are rejected as findings indicate differently.

Discussion of Findings

These results imply that the more the application of job rotation for the employees are in place in the financial industry, the more employees are likely to develop cooperative behaviour. This corroborates with the work of Onosode (1982) believes that the most benefiting impact of productivity would be possible if the most effective method of work is applied. These training methods are meant to motivate, enlighten, update, acquaint and educate workers on what to do thereby ensuring efficiency in the operation of an organization. Job rotation involves an employee changing positions within the same organization and eventually returning to the original position. It can refer to different types of rotations. Position rotation is the process of laterally moving an employee to different positions, departments or geographic locations for the purposes of professionally developing the employee by exposing them to new knowledge, skills and perspectives. Job rotation system is one of the two-targeted mechanisms which simplifies executive affairs and develops human resources. Job rotation saves time and costs, leads to better works and trains human resources in various aspects (Soltani, 2000). Job rotation is used extensively as development technique (Mir Sepasiet *al*, 2009). Job rotation has become an excellent tool to increase productivity, and work effectively towards the all-round development of employees. The days of employees spending decades at a company and receiving a gold watch in gratitude are long gone. Job rotation helps employers create a pool of talent with wholesome experience. It is a structured initiative that helps individuals to gain experience across various functions and broaden their perspective.

Sullivan and Au (1998) argued that job rotation entails moving employees from one job function to another (that requires similar skill sets) at specific intervals. It is gaining immense popularity as companies are trying to break the monotony and add variety to its employees' daily responsibilities by allowing them to absorb new skills on a continual basis, this help to retain employees' interest in their work, ensures employee satisfaction since they get to learn from a variety of experiences and acquire new skills and it increases the knowledge base of the organization which translates directly into a more competitive company. Job rotation is an efficient and modern labour market policy instrument in achieving the objectives and satisfying the demands arising from the challenges facing businesses, since the nineties job rotation has proved to be one of the best means of increasing productivity, through employees learning curve and reduce employees from boredom. Traditionally, job rotation is usually addressed at an organizational level, organizational theorists have advocated frequent rotation as a means of reducing fatigue and boredom on production jobs so as to maintain productivity. Job rotation is normally offered to employees with high potential, it works towards grooming leaders with cross functional knowledge and experience for the future.

Conclusion and Recommendations

This study supports the notion that the more opportunities for achievement in a job, the more satisfied the incumbents would be as majority of the respondents indicated satisfaction with their jobs as a result of the perceived adequacy of the opportunity for achievement. It could therefore be concluded that with increased opportunities for achievement, employees will be able to put into use those skills, knowledge and abilities acquired both on and off the job. In view of the findings of

the study, it is concluded that job rotation aspect of job design has a relative association with employee contextual performance. Job rotation contributes to enhancing employee contextual performance and as such outcomes of cooperation, volunteering and knowledge sharing within the selected deposit money banks examined in the South-south of Nigeria with a correlation rho value. The study recommends that the rotation and development of performance measurement systems should be transparent and follow formats which clearly identify what is expected from the worker and how deviations from expectations are to be managed or corrected.

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