



## **Job Rotation and Employee's Performance in Nigeria Breweries PLC, Onitsha, Anambra State.**

***Bankole Isaac, Akinroluyo(PhD), Olayinka Hammed O., Owuamanam, Chidimma Yvette, Onyero, Johnson Joelin.***

Department of Business Administration, Nnamdi Azikiwe University, Awka, Anambra State.

[bi.akinroluyo@unizik.edu.ng](mailto:bi.akinroluyo@unizik.edu.ng), [ho.olayinka@unizik.edu.ng](mailto:ho.olayinka@unizik.edu.ng), [cy.owuamanam@unizik.edu.ng](mailto:cy.owuamanam@unizik.edu.ng), [jo.joelin@unizik.edu.ng](mailto:jo.joelin@unizik.edu.ng)

### **ABSTRACT**

*Job rotation is a vital tool under HRM in an organization and it has been defined as the process of switching a person from occupation to another in the same organization with an aim of aggregating an employee's potential capability and organization's value. The specific objectives are to determine the effect of task rotation on employee's efficiency; to examine the effect of position rotation on employee's productivity and to evaluate the effect of geography rotation on employee's engagement. Survey research design was adopted for this study. The population of the study comprises 150 employees of 3 departments namely: Operations, Customer Service and Accounting Department of Nigerian breweries plc, Onitsha. A sample size of 109 were selected randomly for this study. Data was collected with use of primary source which was obtained from respondents through a structured questionnaires formulated by the researcher. Data was analyzed through simple linear regression with SPSS version 23. The findings of the study show that there is significant relationship between task rotation and employee's efficiency, there is a significant relationship between position rotation and employee's productivity, geography rotation has a significant relationship with employee's engagement. The study concludes that there's a significant positive relationship between key job rotation factors, such as task rotation, position rotation and geography rotation, and important organizational outcomes including employee efficiency, employee productivity and employee engagement. The study recommends that companies should prioritize the development of effective task rotation strategies to improve and educate employees, thereby enhancing their employee's efficiency.*

Keywords: Job rotation, employee's performance, organization, rotation.

### **Introduction**

Human resource is the most important resource compared with other resources like machine, material, land, etc. In the organizational context, the efficiency of human resource depends on the development of the individual's job according to human capability and characteristics. Job rotation is one of the most important issues in of Human Resource Management. Many businesses, small and large, are attempting to improve work design systems by the development of job rotation strategy. Job rotation has been well-defined as the process of switching a person from occupation to another in the same organization with an aim of aggregating an employee's potential capability and organization's value (Halawi & Haydar, 2018). Job rotation is implemented in line with the business goals and human resource strategies of the organization. Job rotation can also be used to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Individuals learn several different skills and perform each task for a specified time period. There are different reasons a company may choose to utilize job rotation such as using job rotation as a learning mechanism. There are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self-efficacy.

Employee performance is a measure of how an employee fulfils the duties of their role and behaves within a workplace. According to Ahmed, Majid, and Zin (2019), the performance of employees within an organization is crucial in determining the success and profitability of a company. It is important to every aspect of the business because it can affect customer satisfaction, the company's bottom line, company culture, and staff retention rates, to name a few consequences. Employee performance includes the quality, efficiency, and effectiveness of an employee's output. An employee's performance is also indicative of how valuable they are to the organization. Employees are an investment, so their return on investment is essentially calculated by their performance. According to Arasanmi and Krishna (2019), job rotation also enhances employee's learning and skill acquisition and allows them better to understand the capabilities and challenges of other departments.

Job rotation increases job satisfaction. It is a potential solution to these employees lack of motivation since it inspires employees to achieve higher performance, allowing continuous growth at work, extended knowledge and skill, and increasing employee- customer quality. Scholars have all proposed that job rotation may help employees to acquire multiple capabilities and expand vision, and that it can be an approach to reduce job burnout. Surveys show that an increasing number of companies like firms, companies etc. are using job rotation to train employees. A study on the impact of job rotation on employees' performance with special reference to Nigerian breweries PLC is increasing productivity, new product development and creativity.

The failure of management to identify the job rotation gaps for the areas that need skills and knowledge of employees. Due to the transformation, changes, lack of the importance of education necessity and features in sciences and technology and inability of employees to expose themselves. Some scholars state about importance of education and rotation: "actually, education is management" which means that without staff education in form of training, management basics will be insecure and in danger. Staff rotation is vital and inevitable which should be continuously noticed with management procedures; so that, other management activities will be useful. In fact, rotation at jobs is one of the fundamental and logical ways for guidance of staff attempts in organization and it causes utilization of latent talents, imagination power and creation of intellectual flexibility in staff. Dongmei Zhang and Stephanie Mazei (2021) Despite the critical role employee voice plays in organizations, the employee voice literature is in need of further clarity regarding the consequences of employee voice, particularly with respect to job satisfaction and affective commitment. Moreover, the underlying mechanisms responsible for the relationship between employee voice and these outcomes remain unclear. Different scholars have carried out studies on job rotation and its effect on organizational performance but they failed to investigate how task rotation, position rotation and geography rotation affect the performance of Brewery industries such as poor employee's efficiency, low employee's productivity and poor employee's engagement in the industry. Hence this study seeks to investigate the effect of job rotation on employee's performance in Nigeria brewery plc, Onitsha.

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## Literature Review

### Job Rotation

Job rotation can be defined as the activities that involve mobilizing employees across functional departments in an organization. Job rotation practices, usually shortened as job rotation, are distinguished from job promotion. From a broader perspective, the employees augment their understanding and share practices between functions under job rotation, but promotion generally comes with an increase in remuneration and working conditions (Sebt et al, 2021). According to Arasanmi and Krishna (2019), job rotation also enhances employees' learning and skill acquisition and allows them better to understand the capabilities and challenges of other departments. As a factor of organizational climate, job rotation encourages information exchange and is conducive for cross-functional trust (Thongpapanl et al, 2018). Job rotation is position-oriented, with management determining the need for a specific job to be done. Job Rotation is where an individual is moved through a schedule of assignments designed to give that individual a breadth of exposure to the entire operation. The term job rotation can also mean the scheduled exchange of persons in offices, especially in public offices. Job rotation is an alternative to job specialization. It is a way to reduce employee boredom and it also facilitates more of an understanding about the organization. Job rotation is moving from one job to another. Job can be rotated that are very similar or drastically different for example, a person in charge of accounts receivable could change with a person who is in charge of accounts payable. An employee could work as a marketer for a year and then work as a selling agent for a year.

### Employees Performance

Employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives (Safitri & Lathifah, 2019). Armstrong (2020) stated that Employee performance management is the continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills and abilities of people. According to Kadiyono et al. (2020) the definition of employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Rahmawati et al (2020); Ristian et al. (2023) stated that performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee fulfils the requirements of a job. The performance of an employee has a different level of ability in carrying out their duties. Fernando and Dissanayake (2019) defined employee performance as how employees carry out the tasks assigned to them within stipulated deadlines. To improve value to consumers, reduces costs, and function effectively, organizations typically create performance goals for individual employees and the organization as a whole (Dissanayake (2019)).

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## Theatrical Review

### Employee Motivation Theory.

This study was anchored on employee motivation theory which argued that job rotation contributes to make work more interesting. This argument was mentioned in the late 1970s literature on the so-called "plateaued" employees -employees with limited prospects of promotion. According to Ference, Stoner and Warren (1977), job rotation is a potential solution to these employees' lack of motivation. More recently, Cosgel and Miceli (1999) have pointed out increased satisfaction as one of the benefits of rotation. In their model, employees prefer to perform a variety of tasks rather than specializing in a single task and, as a consequence, job rotation increases job satisfaction. This is beneficial to the firm because it can afford to pay lower salaries when employees are more satisfied. However, job rotation does not contribute to training: contrary to the employee learning argument, employees learn more by specializing than by rotating. If job rotation is a motivation tool, we would expect it to be used by firms where employees have poorer prospects

of promotion. This stands in sharp contrast with the employee learning story: if employees rotate and become better trained, but there are no prospects of promotion, such employees will leave the firm and will try to find a better job elsewhere. This means that the firm will have little incentive to use job rotation in the first place. On the contrary, when promotion opportunities abound, job rotation becomes a more valuable human resource policy.

### Empirical Review

Oluwatuase, Olalekan & Abiodun (2019). Examined the effect of job rotation on employees' performance in Nigeria with reference to Skye Bank Nigeria Plc. The specific objectives were targeted towards assessing the effect of job rotation on employees' performance. The population for the study was 3,011 employees of Skye bank Nigeria Plc., in Southwest, Nigeria as indicated in the annual report of the bank as at 2015. Multi-stage sampling technique was used. Logit regression analysis was adopted to analyze the objective. The results showed that job rotation has significant effect on performance through employee improvement and versatility ( $\beta = 0.801$ ,  $t = 2.25$ ,  $p < 0.05$ ) and on the job. The study concluded that rotating employee on the job will make him improved his ability on the job, making him versatile with attendant effect on performance. The study recommends further be also done on private owned Universities or public owned Universities in Southwest, Nigeria and the results may be compared.

Adagbabiri & Okolie (2019). Investigates the impact of job design on employee performance in Nigerian Bottling Company Plc, Benin City. A descriptive method was adopted and data was collected via a survey of 237 respondents. The study found that job design which comprises job rotation, job enlargement and job enrichment has a positive correlation with employee performance. The study concludes that as the review of the literature revealed, research has established that job rotation should only be applied when the incremental benefits of its applications outweigh the benefits of work specialization. This means that it is necessary to carry out a cost benefit analysis before this kind of job design and it should only be applied where it is rational to do so. The study recommends that human resource manager of the Nigeria Bottling Company Plc, Benin City and HR managers of other organization alike should study the psychology of employees before designing jobs, task or assignment for them, because an effective job design should be according to the psychological perception of an employee – not all the employees can be motivated and satisfied by a specific job design.

### Methodology

Survey research design was adopted for this study. The research aims to collect data directly from respondents, based on the fact that survey research design supports the collection of data primarily through the use of questionnaire, the study considered survey research design suitable for the study. The population of the study comprises 150 employees of 3 departments namely: Operations, Customer Service and Accounting Department of Nigerian breweries plc, Onitsha. The sample size of 109 was obtained through the use Taro Yamane formula which were selected randomly. Cronbach Alpha analysis was administered to obtain the reliability of the instrument by administering 60 copies to respondent of chemical industries Ltd Onitsha and a figure of 0.946 was obtained which shows that the instrument is very reliable. To analyze the relationship between job rotation and employee's performance in Nigerian brewery Onitsha, simple linear regression with SPSS version 23 was used. The dependent variables (employee's efficiency, employee's productivity and employee's engagement) was regressed on various independent variables (task rotation, position rotation and geography rotation).

### Data analysis

#### Regression 1

**Objective 1:** To determine the effect of task rotation on employee's efficiency.

Table 4.1.1: Descriptive Statistics

	Mean	Std. Deviation	N
Employee efficiency	15.3972	3.28461	109
Task rotation	14.1073	4.02084	109

The table presents the descriptive statistics for two variables: Employee efficiency and Task rotation. The mean Employee efficiency score is 15.3972, indicating the average level of efficiency across the sample, while the standard deviation of 3.28461 suggests the degree of variability or dispersion in Employee efficiency scores among the observations. With a sample size (N) of 109, these statistics provide insights into the central tendency and spread of Employee efficiency ratings within the dataset. Similarly, the mean Task rotation score is 14.1073, representing the average level of rotation and the standard deviation of 4.02084 indicates the variability in rotation ratings among the observations. Again, the sample size of 109 allows for generalizations about the central tendency and variability of Task rotation observation within the sample. Overall, these descriptive statistics offer a snapshot of the distribution and variability of Employee efficiency and Task rotation scores in the dataset, providing a basis for further analysis and interpretation.

Table 4.2.2: **Correlations**

		Employee efficiency	Task rotation
Pearson Correlation	Employee efficiency	1.000	.967
	Task rotation	.967	1.000
Sig. (1-tailed)	Employee efficiency	.	.000
	Task rotation	.000	.
N	Employee efficiency	109	109
	Task rotation	109	109

The table presents the correlation analysis between Employee efficiency and Task rotation. The Pearson correlation coefficient indicates a strong positive relationship between these variables, with a correlation coefficient of .967, which is statistically significant at the  $p < .001$  level for both variables.

Table 4.2.3: **Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.967 <sup>a</sup>	.919	.919	1.73291	.919	2874.276	1	107	.000	.097

a. Predictors: (Constant), Task rotation

b. Dependent Variable: Employee efficiency

The table presents the model summary for predicting Employee efficiency based on the predictor variable Task rotation. The linear regression model shows a strong relationship between the predictor and dependent variables, with an R Square value of .919, indicating that approximately 91.9% of the variance in Employee efficiency can be explained by Task rotation practices. The Adjusted R Square value remains the same at .919, suggesting that the model's explanatory power remains consistent after adjusting for the number of predictors in the model. Overall, these results indicate that Task rotation is a significant predictor of employee's efficiency.

Table 4.2.4: **ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2367.316	1	2367.316	2874.276	.000 <sup>b</sup>
	Residual	243.592	107	1.212		
	Total	2610.908	108			

a. Dependent Variable: employees efficiency

b. Predictors: (Constant), Task rotation

The table presents the analysis of variance (ANOVA) results for the regression model predicting Employee efficiency based on the predictor variable Task rotation. The ANOVA table shows that the regression model is statistically significant, as indicated by the significant F value of 2874.276 ( $p < .001$ ).

### Test of Hypothesis 1

**Decision Rule:** Reject Null hypothesis if F-value > P-value, otherwise accept

Therefore; F-value = 2874.276 and p-value = 0.001

Since F-value of 2874.276 is greater than p-value of 0.001. We reject null hypothesis that say there is no significant relationship between task rotation and employee's efficiency. By implication task rotation significantly contributes to explaining the variance in employee's efficiency, highlighting its importance in influencing employee's efficiency outcomes.

Table 4.2.5: **Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	4.217	.278		15.649	.000			
Task rotation	.819	.021	.967	46.788	.000	.967	.967	.967

a. Dependent Variable: employees efficiency

The table presents the coefficients for the regression model predicting employee's efficiency based on the predictor variable task rotation. The coefficient for the constant term (4.217) represents the value of the dependent variable (Employees efficiency) when all predictor variables are zero. The coefficient for the predictor variable Task rotation (.819) indicates that for each unit increase in task rotation, there is a corresponding increase of .819 units in employee's efficiency. This coefficient is statistically significant ( $t = 46.788$ ,  $p < .001$ ), suggesting that task rotation has a strong positive effect on employee's efficiency.

### 4.3 Regression 2

**Objective 2:** To examine the effect of position rotation on employee's productivity.

Table 4.3.1: **Descriptive Statistics**

	Mean	Std. Deviation	N
Employee's productivity	15.4410	4.29074	109
Position rotation	16.2641	4.50826	109

The table provides descriptive statistics for two variables: Employee's productivity and Position rotation. The mean Employee's productivity score is 15.4410, indicating the average level of productivity among employees in Nigerian breweries plc. The standard deviation of 4.29074 suggests variability around this mean score, indicating the spread of productivity rates among the sample. The sample size (N) for Employee productivity is 109, indicating the number of observations included in the analysis. Similarly, the mean Position rotation score is 16.2641, reflecting the average perception of Position rotation among employees.

Table 4.3.2: **Correlations**

		Employee's productivity	Position rotation
Pearson Correlation	Employee's productivity	1.000	.981
	Position rotation	.981	1.000
Sig. (1-tailed)	Employee's productivity		.000
	Position rotation	.000	
N	Employee's productivity	109	109
	Position rotation	109	109

The table presents correlation coefficients between Employee productivity and Position rotation. The Pearson correlation coefficient for Employee productivity and Position rotation is 0.981, indicating a strong positive correlation between the two variables. This suggests that as Employee productivity increases or decreases, Position rotation tends to follow a similar pattern. The statistical significance of the correlation ( $p < .001$ ) suggests that this relationship is highly unlikely to occur by chance.

**Table 4.3.3: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.981 <sup>a</sup>	.962	.962	1.15439	.962	4512.277	1	107	.000	.151

a. Predictors: (Constant), Position rotation

b. Dependent Variable: Employee productivity

The table presents the model summary statistics for the regression analysis with Employee Productivity as the dependent variable and Position rotation as the predictor variable. The correlation coefficient (R) between Position rotation and Employee Productivity is 0.981, indicating a strong positive relationship between the two variables. The coefficient of determination (R Square) is 0.962, meaning that approximately 96.2% of the variance in Employee Productivity can be explained by variations in Position rotation.

**Table 4.3.4: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4386.273	1	4386.273	4512.277	.000 <sup>b</sup>
	Residual	209.426	107	1.038		
	Total	4595.699	108			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), Position rotation

The table presents the results of the analysis of variance (ANOVA) for the regression model with Employee Productivity as the dependent variable and Position rotation as the predictor variable. The regression model's overall significance is tested through the ANOVA, which partitions the total variability in the dependent variable into explained variability (due to the predictors) and unexplained variability (residuals). The table shows that the regression model is statistically significant, with a highly significant F value of 4512.277 ( $p < .001$ ), indicating that the model explains a significant proportion of the variance in Employee productivity.

## Test of Hypothesis 2

**Decision Rule:** Reject Null hypothesis if F-value > P-value, otherwise accept

Therefore; F-value = 4512.277 and p-value = 0.001

Since F-value of 4512.277 is greater than p-value of 0.001. We reject null hypothesis that say there is no significant relationship between position rotation and employee's productivity. By implication, there is strong evidence that position rotation significantly predicts Employee productivity in the context of Nigeria breweries plc, Onitsha.

**Table 4.3.5: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	-1.214	.251		-4.785	.000			
	Position rotation	1.124	.022	.981	65.875	.000	.981	.981	.981

a. Dependent Variable: Employee productivity

The table presents the coefficients for the regression model with employee's productivity as the dependent variable and position rotation as the predictor variable. The unstandardized coefficients represent the change in the dependent variable for a one-unit change in the predictor variable, while the standardized coefficients (Beta) provide a measure of the strength and direction of the relationship between the variables, adjusted for their respective scales. The table shows that both the constant and position rotation coefficients are statistically significant ( $p < .001$ ). The constant coefficient (-1.214) indicates the estimated value of Employee productivity when the predictor variable (position rotation) is zero.

#### 4.4 Regression 3

**Objective 3:** To evaluate the effect of geography rotation on employee's engagement

Table 4.4.1: Descriptive Statistics

	Mean	Std. Deviation	N
Employee engagement	10.3645	3.90327	109
Geography rotation	12.0785	3.60937	109

The table displays the descriptive statistics for Employee's Engagement and Geography Rotation, including the mean, standard deviation, and sample size (N). For Employee's Engagement, the mean score is 10.3645, indicating the average rating of employee engagement provided by Nigeria breweries plc, Onitsha. The standard deviation of 3.90327 reflects the variability or dispersion of individual Employee's Engagement scores around the mean within the sample. The sample size (N) is 109, indicating the number of observations or responses included in the analysis. Similarly, for Geography Rotation, the mean score is 12.0785, representing the average level of employee involvement or engagement in decision-making processes within the organizations under study.

Table 4.4.2: Correlations

		Employee engagement	Geography rotation
Pearson Correlation	Employee engagement	1.000	.979
	Geography rotation	.979	1.000
Sig. (1-tailed)	Employee engagement		.000
	Geography rotation	.000	
N	Employee engagement	109	109
	Geography rotation	109	109

The table presents the correlation analysis between Employee's Engagement and Geography Rotation within Nigeria breweries plc, Onitsha. The Pearson correlation coefficient measures the strength and direction of the linear relationship between the two variables. In this case, the correlation coefficient between Employee's Engagement and Geography Rotation is highly positive and statistically significant at  $p < .001$ , indicating a strong positive relationship between these variables. The coefficient value of .979 suggests a near-perfect positive linear relationship, indicating that as Employee's Engagement improves, there is a corresponding increase in Geography Rotation, and vice versa.

Table 4.4.3: Model Summary <sup>b</sup>

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.979 <sup>a</sup>	.969	.969	.74907	.969	5847.175	1	107	.000	.219

a. Predictors: (Constant), Geography Rotation

b. Dependent Variable: Employee's Engagement

The table presents the model summary statistics for the regression analysis examining the relationship between Geography Rotation and Employee's Engagement in Nigeria breweries plc, Onitsha. The coefficient of determination (R Square) indicates the proportion of variance in the dependent variable (Employee's Engagement) that can be explained by the independent variable (Geography Rotation). In this model, the R Square value of .969 suggests that approximately 96.9% of the variance in Employee's Engagement is accounted for by Geography Rotation, indicating a strong predictive power of the independent variable. The adjusted R Square value of .969 adjusts for the number of predictors in the model, providing a more accurate representation of the proportion of variance explained.

Table 4.4.4: ANOVA <sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3058.420	1	3058.420	5847.175	.000 <sup>b</sup>
	Residual	130.246	107	.561		
	Total	3188.666	108			

a. Dependent Variable: Employee's Engagement

b. Predictors: (Constant), Geography Rotation

The table presents the results of the analysis of variance (ANOVA) for the regression model examining the relationship between Geography Rotation and Employee's Engagement in Nigeria breweries plc, Onitsha. The ANOVA assesses the overall significance of the regression model by comparing the variance explained by the regression model (Regression) to the residual variance (Residual). In this model, the highly significant F statistic ( $F = 5847.175$ ,  $p < .001$ ) indicates that the regression model as a whole is significant in predicting Employee's Engagement.

### Test of Hypothesis 3

**Decision Rule:** Reject Null hypothesis if F-value > P-value, otherwise accept

Therefore; F-value = 5847.175 and p-value = 0.001

Since F-value of 5847.175 is greater than p-value of 0.001. We reject null hypothesis that say there is no significant relationship between Geography Rotation and Employee's Engagement at Nigeria breweries plc, Onitsha. By implication, Geography Rotation significantly predicts Employee's Engagement in Nigeria breweries plc, Onitsha, as evidenced by the substantial F value and the corresponding p-value.

Table 4.4.5: Coefficients <sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	-1.254	.152		-7.679	.000			
	Geography Rotation	1.497	.017	.979	74.812	.000	.979	.979	.979

a. Dependent Variable: Employee's Engagement

The table presents the coefficients for the regression model examining the relationship between Geography Rotation and Employee's Engagement in Nigeria breweries plc, Onitsha. The "Unstandardized Coefficients" column displays the regression coefficients, indicating the amount of change in the dependent variable (Employee's Engagement) for a one-unit change in the independent variable Geography Rotation). The "Standardized Coefficients" column presents the beta coefficients, which represent the standardized effect size of each predictor variable on the dependent variable. The "t" column shows the t-statistic, indicating the significance of each coefficient, with higher values suggesting greater significance. The "Sig." column displays the p-value associated with each coefficient, where  $p < .001$ , indicating that Geography Rotation significantly predicts Employee's Engagement.

## Discussion of findings

The findings from this study shed light on the relationships between various factors and organizational outcomes in Nigeria breweries plc, Onitsha. Firstly, regarding the relationship between task rotation and employee's efficiency., the study reveals a strong positive correlation ( $r = .967$ ,  $p < .001$ ) between these variables. This suggests that as market sustainability increases, so does the effectiveness of task rotation practices, and vice versa. Secondly, concerning the extent of the relationship between position rotation and employee's productivity, the study uncovers a strong positive correlation ( $r = .981$ ,  $p < .001$ ) between these variables. This indicates that higher levels of position rotation are associated with lower productivity rates among employees in Nigeria breweries plc, Onitsha. Lastly, regarding the relationship between geography rotation and employee's engagement, the findings reveal a robust positive correlation ( $r = .979$ ,  $p < .001$ ) between these variables. This suggests that as geography rotation improves, there is a corresponding increase in employee engagement, and vice versa, within Nigeria breweries in the locality.

## Summary of findings

1. That there is significant relationship between task rotation and employee's efficiency in Nigeria breweries plc, Onitsha.
2. There is significant relationship between position rotation and employee's productivity in Nigeria breweries plc, Onitsha.
3. There is significant relationship between geography rotation and employee's engagement in Nigeria breweries plc, Onitsha.



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## Conclusion

In conclusion, this study has provided valuable insights into the impact of job rotation practices on organizational performance within Nigerian breweries Onitsha. The findings highlight significant positive relationships between key job rotation factors, such as task rotation, position rotation and geography rotation, and important organizational outcomes including employee efficiency, employee productivity and employee engagement. These relationships were robustly supported by correlation and regression analyses, underscoring the critical role of effective job rotation strategies in driving positive organizational outcomes. The study contributes to the existing literature by emphasizing the importance of implementing sound job rotation practices to enhance productivity and sustainability in Nigerian breweries, ultimately promoting overall organizational success and competitiveness in the studied region.

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## Recommendations

Based to various findings from this study, these recommendations were suggested as follows:

1. Based on the findings regarding the positive relationship between task rotation and employee efficiency companies should prioritize the development of effective task rotation strategies to improve and education employees, thereby enhancing their employee's efficiency.
2. Given the significant impact of position rotation on increasing employee's productivity, organizations should implement policies and practices that promote position among employees, such as offering competitive compensation packages and opportunities for career advancement.
3. Recognizing the strong association between geography rotation and employee's engagement, firms should foster a culture of inclusion and collaboration, encouraging employees to actively engage in decision-making processes to improve service delivery and overall organizational performance.

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