



Benefits and Implementation of Job Rotation: Recommendations for Kuwaiti Civil Service Commission

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Abstract

This article has been prepared with the aim of exploring the benefits and implementation processes of the job rotation in the Kuwaiti Civil Service Commission. The paper has been prepared based on the secondary sources based on the opinion based method. The paper articulates that job rotation has significant potentiality and effectiveness in reducing service disruption. In this regard, the paper has provided some recommendation based on which an organization in private and public industry for example Kuwaiti Civil Service Commission can implement the job rotation. The paper also provides implications and concluding remarks to the key areas of the study. Finally, the article includes discussion on the limitations of the study and directions for the future research.

Keywords: Kuwaiti Civil Service Commission, Job rotation, Secondary Research, Effectiveness, Disruption

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Background of the Study

Employees are the key stakeholder of every organization regardless of the private and public status in every country. Their knowledge and skills should be utilized for the greater success of any organization in any industry in any country. However, it becomes very much difficult and sometimes impossible for many private and public organisations when some of the employees stop working due to different reasons for example sometimes employees strike against the management decisions. As a result, all the stakeholders are affected negatively specially the customers or consumers. In this regard, the organisations' sales and reputation

are highly harmed (Davies, 2017; Israstam, 2017). According to Patterson, Kerrin, Gatto-Roissard & Coan, (2009), employees are the key people to perform jobs in the organisations, therefore, they are identified as the base of a strong and long-running organization. In this regard, their strengths, dedication, commitment and emotional connection with the organization i.e., workplace can be judged as assets in monetary value (Byrne, 2001; Harris, 2007; Oparanma & Nwaeke, 2015). If some of the employees stop working, the organisations cannot be run specially when there is lack of employees, who can take over the responsibilities of those absent employees. As a result, the production and service processes are disrupted that causes huge damage for the organisations. Therefore, the organisations in different industries or countries apply the job rotation practice to ensure that employees can be shifted or assigned two or more extra jobs at regular intervals of time in order to expose them to all verticals of an organization or workplace (Mohsan, Nawaz & Khan, 2012; Santos, da Silva, Baldassarre, & de Magalhães, 2017).

Moving employees from one task to another at a given time period is job rotation (Shehansi, Gunaratne, Deshappriya & Fernando, 2019; Khan, Taher & Islam, 2021). According to Jorgensen, Devis, Kotowski, Aedla, Dunning (2005) job rotation is a suitable intervention to control task-related musculoskeletal disorders. It is also argued that rotating employees among various jobs is a significant strategy to improve job performance of employees in any workplace and make them more committed and dedicated towards the work and eventually organization (Shehansi, et al., 2019). However, there have been many private and public organisations, which do not have job rotation practice around the world. In this regard, there are lack of studies where updated information regarding job rotation can be found. Hence, this opinion based report has been prepared, which would serve as a catalyst for managers, practitioners and policymakers in developing and applying job rotation in different organisations. Furthermore, the report also extends the current understanding of the current literature relating to the job rotation, therefore, the outcome of the study could also be foundation for the academic arguments of academicians and future research for researchers.

Objective of the Job Rotation

Job rotation is defined as a management technique that is applied to shift employee from one job to another to make them familiar with all the verticals of an organization that is the main objective of the Job rotation. However, it is necessary to present specific objectives of the job rotation. Hence, some of the key objectives of the job rotation have been outlined below:

1. To enable every employee to work in different departments,
2. To cross-train employees and improve their job satisfaction,
3. To reduce the negative impact of the strikes,
4. To continue organizational operations during strikes smoothly,
5. to enhance the work experience of the employees,
6. To make job more enjoyable,
7. To improve the skills and performance of the employees in workplaces,
8. To reduce the monotonous/boring attitude of employees toward same job duties.

Methodology

This article has been devised as an opinion based scientific article aligning with the arguments presented by Goh & Bourne, (2020), who argued that the opinion based articles should have a general audience. The general audiences of this article are the stakeholders of the various decision makers and employees, who can be benefited from the job rotation (Goh

& Bourne, 2020; Agustian & Rachmawati, 2021). This is also further supported by other scholars i.e., Coppock, Ekins, & Kirby, (2018) and Agustian, & Rachmawati, 2021), who outlined that the opinion based articles should be persuasive to both the mass public and elites, but marginally more persuasive among the mass public (Bourne & Barbour, 2011; Agustian, & Rachmawati, 2021). Since the job rotation can be beneficial for the mass public, who sometimes face difficulties due to employee shortages specially during the strikes or employee shortage periods, this paper can be effective for the policy makers to ensure that the operations are run smoothly. As a result, the mass public eventually benefited.

Why Job Rotation and How it is Applied

The job rotation allows employees to rotate between jobs at the workplace. For example, when Mr/Mrs X work in section A, he or she is very good at section and he or she knows everything but when he or she takes the charge of department head, he does not know much regarding other sections' job, procedures and others. So, the job rotation will give the opportunity to know regarding the work procedures and other aspects of the different sections (Yu & Zhang, 2020). As a result, a department head or any employee will know how long a work can take. This will reduce the waste of time and waste resources as well. Thus, the quality of the job will be improved where knowledge sharing behavior will also be improved that eventually develop the communication process (Botti, Calzavara & Mora, 2021). It will also reduce the misunderstanding and miscommunication among the employees working in different sections as they will have idea what are going on (Alfuqaha et al., 2021). And all of them regarding the job rotation.

Job Rotation Policy

It has already been established that the job design is called a technique where all the employees are moved or relocated between two or more jobs or positions in the organisations in planned manner. However, job design could also be done in regular basis if successful. In this regard, an established or organised job rotation policy is very much important to get the best out of the job rotation. According to Gray, (2017), in the job rotation, the employees should be assured that their core or main job will remain unchanged. Thus, they would be interested to work in new place to learn something new so that they can be of help if needed specially during crisis. However, it is very much imperative to note that the organisations require the job rotation policy practically to apply it for the greater achievement. In this regard, next sections, include sample purpose of the job rotation and guidelines and the procedures that are generally followed and used in different companies in the modern private and public workplaces

Purpose

The purpose of [Company Name]'s job rotation policy is to enable employees to advance knowledge, develop new skills and provide a broader understanding of the operations and to utilize staff efficiently and effectively when needed.

In this regard, the employers of both private and public organisations should convince the employees that job rotation is the systematic movement to achieve various human resources objectives of both organisations and employees such as orienting new employees, enhancing career development, training employees, and preventing job boredom or burnout and to continue the working processes during the crisis periods.

Guidelines

Organisations regardless of their status (private or public or voluntary) and size (small or medium or large) encourages staff to take the opportunity to develop their knowledge and skills using various learning opportunities, including job rotations and developmental assignments.

The job rotation program includes the temporary task or assignment of an employee in a position or department for a predetermined period to perform the specific duties of another position so that they can understand the jobs and enhance their skills to meet the demand. The employees should be convinced frequently that it is normally a voluntary assignment where the employee treats the assigned duties as part of his or her regular responsibilities so that they do not feel insecurity of moving from their main job to another.

Any supervisor or manager may initiate a request for job rotation assignment, however, it is very much important to note that there should be a careful evaluation of other available workforce strategies first then the initiation of the job rotation should be done. Moreover, the employees should also be informed that the job rotation is mainly being done for the inter-departmental, within a division of the organisation or in a cross-functional division.

However, a time for the job rotation duration should be ensured, for example, all employers can inform the employees that the job rotation should be done for a week or fifteen day or for a month! As a result, the employees will have a mental and physical preparation to perform the job. Moreover, the organization should be ensured that an employee will come back in the same position and will be given same or even much more compensation and shall retain all benefits, rights and privileges of his or her regular position. Furthermore, the job rotation should also include that an employee for job rotation should be informed that he or she will have better eligibility for promotional opportunities.

After maintaining all the guidelines that are mentioned above, an organisation should follow some procedures that have been adopted from SHRM (2022)

Procedures

- When an employer wishes to develop job rotation culture, the employer should inform all the employees regarding the job location, available jobs, duration, outcome, benefits and promotional potentiality.
- On the other hand, from the employee perspective, a written request for job rotation must be submitted by the employee to his or her manager or supervisor. The request should indicate the desired job position, nature of the job, the location of the job, the duration of the assignment, and the expected outcome and benefit of the assignment for the organisation.
- The sending supervisor or manager or division or department and employee should determine how the employee's current job duties will be performed before proceeding with a job rotation agreement.
- The employee, the sending supervisor and the receiving supervisor should meet to review the possibility of job rotation, the duties, schedules, time frames, hours, etc., so that details can be negotiated and arranged.
- A job rotation request can be denied if it cannot be balanced with the needs of organization and even if the employees can also reject the offer.
- The sending manager/ supervisor, receiving supervisor and the employee shall cooperate to determine the duration of job rotation.
- Both the sending and receiving supervisors should obtain approval from the higher management for job rotation assignments. In this regard, the entire process should be done according to the appropriate chains of command.

- If the job rotation arrangement is acceptable by all parties, the receiving manager/supervisor of division/department should complete the job rotation agreement and have it signed by all parties. Moreover, copies of the signed agreement should be provided to all parties and the original, signed agreement should be in the Human Resource (HR) office or other respective place where applicable according to organization's system.
- In the job rotation process, an employee should receive a performance evaluation at the regular time. Both sending and receiving managers/supervisors should collaborate as appropriate on the evaluation process for both organization and employee perspective so that mutual achievements can be identified.
- If travel expenses or other expenses are involved in the job rotation assignment, the party to bear the cost should be mentioned in the job rotation agreement so that employee or every party can understand who will be responsible for the expenses.
- A job rotation period or assignment may be extended by mutual agreement of the parties. In this regard, the management can terminate the assignment at any time. If the rotation assignment is finished or extended or early terminated, this information should be documented in writing and signed by all individuals and copied to all parties, including Human Resources so that everyone can know about the overall situation
- Questions or concerns regarding the job rotation assignment should be reviewed and addressed with management and/or Human Resources regularly.

Job rotation in Kuwaiti Civil Aviation

According to recent local Kuwaiti newspapers' reports, there have been many strikes in the aviation industry in Kuwait. As a result, organizational functions are interrupted a lot during the strikes. Various users for example tourists, executive and other types of passengers, suppliers and other stakeholders face difficulties and uncomfortable experiences during these strikes. However, according to the secondary research literature and arguments previously mentioned, the job rotation can be effective if it is applied in the in Kuwaiti Civil Aviation workplace. In this regard, our recommendation is that the management of Kuwaiti Civil Aviation may apply the job rotation strategy to reduce the interruption caused by frequent strikes of employees. However, the authority can take following suggestions into the consideration in the implementation process of job rotation alongside of the procedures that have been mentioned earlier in this study.

1. To apply job rotation, one employee, for example, one head of section should be given training on the duties in other sections so that he or she can take roles or perform better being more familiar without any difficulty. However, the level of the employee position should be taken into consideration before the finalizing the process of job rotation among the employees.
2. New employee should be frequently rotated in different sections specially in first six or twelve months, then he or she should be assigned to one section. As a result, if the new employees are needed for another section, he or she will be able to take the job in another section easily.
3. While job rotation is applied to an employee, he or she should be given rights to select a section where he or she feels comfortable to work and perform. As result, an employee can be set in a position where he or she is belonged to.
4. Job rotation should be applied to every level of the organization in a mandatory basis that will reduce the discrimination among the employees working in different sections.

It can be assumed that when the strikes happen, around 60% of the workers go with it while rest 40% go against strike or struggle to perform the jobs of those 60%. In this regard, if the 40% of the employees would have the efficiency to perform the jobs of those 60% absent employees, the operations could be continued without big interruption. Hence, the above strategies can be taken into the consideration to implement to avoid interruption of the operations in the Kuwaiti Civil Aviation.

Implications and Concluding Remarks

Overall, this study presents the implications of the job rotation followed by the objectives of job rotation and the process of its implementation. The report could be a blue print for the managers and higher authorities of private organisations and public organisations respectively. In this regard, the arguments relating to the job rotation strategy imply that the Kuwaiti Civil Aviation can ensure continuous operation by applying this strategy when there is a strike or emergency natural disaster. However, there could be some issues relating to the implication and success of the job rotation in different industries, therefore the key people in the higher management should analyze the feasibility of the job rotation in different contexts. Mostly importantly, not all benefits of the job rotation necessary accrue to all types of organisations while not all employees will receive the same utility gains from the job rotation (Foroutan, Safavi & Bouzari, 2021). In this regard, the organisations need to outline that employees may enjoy the mutual benefits from the job rotation practice and ensure continuous production or service in an organization.

Limitation and Future Research Directions

Like other studies, this study has some limitations for example the research has been conducted based on the secondary information from the journal articles, websites and books. However, the future researchers can be recommended to conduct empirical studies relating to the importance of the job rotation. In this regard, qualitative research using semi-structure interviews among the employees and employers can be conducted to explore the benefits and importance of the job rotation in a deeper way. This would also allow the future researcher to explore the negative aspects or disadvantages of the job rotation in different contexts. Furthermore, quantitative method using survey data collection strategy is also recommended to the future researchers to examine the benefits and processes of the job rotation in various job contexts. Moreover, the different employees according to the generations for example, generation X, Y and Z can be included in the research relating to the job rotation to understand their attitude, expectation to the job rotation.

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