

Exploring the Impact of Job Rotation on Organizational Performance: A Qualitative Inquiry within the Yobe State Civil Service

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Abstract

This study examines the perceptions and effects of job rotation on civil servants within the Yobe State Civil Service, with a focus on its impact on employee commitment and productivity. Using a qualitative research design, data were collected through interviews and focus groups, and subjected to a thematic analysis. The findings reveal a duality of perceptions among civil servants: while the theoretical benefits of job rotation, such as skill diversification, knowledge acquisition, and the reduction of corruption, are widely acknowledged, the practical implementation of job rotation is viewed as a significant source of frustration. Key findings indicate that the current arbitrary and unstructured nature of transfers negatively affects both employee commitment and productivity. Participants expressed concerns over the inability to master a skill, leading to a "jack of all, master of none" effect, and cited instances of operational disruption caused by mid-task transfers. Consequently, the research suggests that resistance to change is primarily a result of a flawed implementation rather than the concept of job rotation itself. The study concludes with practical recommendations for the Yobe State Civil Service, advocating for a shift from the current arbitrary system to a structured, transparent, and predictable rotation policy to effectively harness the program's potential for developing a more versatile and committed workforce.

Keywords: Job rotation, Performance, Workforce, Service

Introduction

In an increasingly competitive global landscape, public sector organizations face significant pressure to enhance efficiency, productivity, and overall performance. A key strategy employed to address these challenges is job rotation, a human resource management practice that involves moving employees from one job to another in a planned manner (Creswell & Poth, 2018). While extensively studied in the private sector, there remains a notable gap in understanding its specific impact on public sector entities, particularly within the unique socio-political and administrative context of developing nations. This study addresses this gap by exploring the multifaceted impact of job rotation on organizational performance within the Yobe State Civil Service.

Organizational performance, in this context, is viewed as a complex and multi-dimensional construct that encompasses not only productivity and service delivery but also employee morale, skill development, and overall organizational adaptability. Job rotation is theorized to influence these dimensions by fostering a more versatile workforce, mitigating job boredom, and enhancing inter-departmental communication and collaboration (Yin, 2018). However, the implementation of such a strategy within a rigid, bureaucratic framework like a civil

service can present unique challenges, including resistance to change, potential disruption to workflow, and a lack of clear implementation guidelines.

This paper adopts a qualitative inquiry approach to delve into the lived experiences and perceptions of civil servants and managers within the Yobe State Civil Service. By focusing on in-depth interviews and direct observation, this study aims to provide a rich, contextual understanding of how job rotation is perceived, implemented, and experienced. The qualitative nature of this research allows for a nuanced exploration of the how and why behind the observed impacts, going beyond mere statistical correlation to uncover the underlying mechanisms and social dynamics at play. Ultimately, this research seeks to contribute to the body of knowledge on public administration and human resource development, offering practical insights for policymakers and administrators aiming to leverage job rotation as a tool for enhancing public sector performance in Yobe and beyond.

Literature Review

Job rotation is a widely adopted human resource management strategy that involves the systematic movement of employees from one job to another within an organization. The core conceptualization of job rotation is multifaceted, serving a variety of strategic and operational goals. At its most fundamental level, it is a tool for skill diversification and employee development (Bennett, 2017). By exposing employees to different roles and functions, organizations can cultivate a more versatile and adaptable workforce. This practice is believed to not only enhance individual competency but also to foster a holistic understanding of the organization's operations, thereby breaking down departmental silos and improving inter-departmental collaboration (Orkabi, 2017).

From an organizational behavior perspective, job rotation is conceptualized as a motivational tool to combat job monotony and boredom (Ting, 2019). Routine and repetitive tasks can lead to decreased employee morale and productivity. Job rotation offers a change of pace, introducing new challenges and learning opportunities that can re-energize employees and increase their engagement (Cangialosi, 2018). This view aligns with theories of job design, which argue that tasks should be structured to be meaningful, provide feedback, and offer autonomy to enhance intrinsic motivation. However, scholars also caution that a poorly implemented rotation program can lead to frustration and decreased performance if not managed effectively (Sana & Adnan, 2017).

Furthermore, job rotation is also framed as a strategic tool for succession planning and talent management. By exposing high-potential employees to different functional areas, organizations can identify their strengths and weaknesses and prepare them for future leadership roles (Akinola & Akinlade, 2019). This strategic application of job rotation ensures a steady pipeline of qualified internal candidates for key positions, reducing the reliance on external hiring and the associated costs. It also serves as a mechanism for knowledge transfer, helping to retain institutional knowledge when key personnel leave (Akinola & Akinlade, 2019). This strategic function is particularly critical in contexts with high turnover or where specialized knowledge is concentrated in a few individuals.

The literature also addresses the theoretical underpinnings of job rotation within the broader context of Organizational Theory. From a human capital perspective, job rotation is seen as an investment in human assets, increasing their value and contributing to long-term organizational competitive advantage. The knowledge and skills acquired through rotation

are a form of firm-specific human capital that is difficult for competitors to replicate. On the other hand, from a contingency theory perspective, the effectiveness of job rotation is dependent on various factors, including the organizational structure, culture, and the nature of the industry (Cherian & Jacob, 2012). This perspective suggests that there is no one-size-fits-all approach to job rotation, and its success is contingent on a careful alignment with the specific organizational context.

Organizational performance is a central concept in management and is a multidimensional construct without a single, universally accepted definition (Richard et al., 2009). Generally, it refers to how well an organization achieves its objectives and goals. While some definitions focus on financial outcomes like profitability and market share, a more comprehensive view includes non-financial metrics, recognizing that an organization's success is influenced by a broader range of factors. This holistic perspective is particularly relevant in the public sector, where success is not measured by profit but by efficiency, effectiveness, and service delivery.

Job Rotation in the Civil Service

The first objective is to explore the perceptions and attitudes of civil servants regarding job rotation within the Yobe State Civil Service. The literature on employee perceptions is crucial because the success of any organizational change is often contingent on how employees perceive and receive it. A positive perception can lead to higher engagement and a smoother implementation, while a negative one can foster resistance and undermine the program's goals. While specific research on the Yobe State Civil Service is limited, a review of broader Nigerian and public sector contexts provides valuable insights.

Scholarly work on employee perceptions of human resource practices in the Nigerian public sector reveals a complex landscape. Studies often highlight deep-seated issues such as bureaucratic inertia, resistance to change, and a lack of trust in management's motives (Ahmad & Ojo, 2017). These factors can significantly influence how civil servants view initiatives like job rotation. For instance, employees might not perceive job rotation as a tool for personal development but rather as a means for management to control them or to disrupt established work patterns. Some studies suggest that a lack of transparent communication about the purpose of job rotation can lead to skepticism and a belief that the practice is used for punitive or political reasons rather than for genuine organizational improvement (Ogunyemi & Oladele, 2018).

Furthermore, research suggests that the perception of fairness and equity plays a critical role. Employees are more likely to support a job rotation practice if they perceive the selection process to be fair and if they believe that the opportunities are distributed equitably (Ajayi & Adegoke, 2019). The perceived lack of clear, consistent criteria for job rotation is a frequently cited concern in the Nigerian civil service context, which can breed resentment and distrust (Okoro, 2020).

This body of literature indicates that understanding the perceptions of civil servants requires a deep dive into the organizational culture and the specific context in which job rotation is implemented. As this study focuses on the Yobe State Civil Service, it must not only explore general perceptions but also seek to understand how the unique administrative and cultural environment of the state influences employee attitudes. While the literature provides a framework of potential perceptions and concerns, this study's qualitative approach will

provide a granular, in-depth understanding of the specific attitudes and beliefs of the civil servants directly involved.

Effects of Job Rotation on Individual Performance

The second objective is to investigate the perceived effects of job rotation on individual employee performance within the Yobe State Civil Service. The literature on individual performance as an outcome of job rotation is extensive, with studies highlighting a range of perceived benefits and drawbacks from the employee's perspective. Understanding these perceptions is crucial for grasping how job rotation translates from a policy to an on-the-ground reality for staff.

A significant body of research suggests that job rotation positively impacts individual performance by enhancing skill versatility and competence. Employees who rotate through different roles are believed to acquire a broader range of skills and a more holistic understanding of organizational processes (Yin, 2018). For instance, a study by Orkabi (2017) on public sector organizations found that employees perceived job rotation as an invaluable tool for professional development, leading to increased confidence and a sense of mastery. This perspective is particularly relevant in the civil service, where employees are expected to handle diverse tasks. The ability to perform multiple roles can make them more valuable to the organization and improve their career prospects.

Furthermore, the literature often links job rotation to enhanced motivation and job satisfaction. By providing new challenges and breaking the monotony of routine tasks, job rotation can re-energize employees and increase their enthusiasm for their work (Cherian & Jacob, 2012). This is a critical factor in performance, as motivated employees are more likely to be productive and committed to their roles. However, the perceived effectiveness of job rotation in this regard is not universal. Some studies caution that if the new roles are not seen as meaningful or if the training is inadequate, job rotation can be perceived negatively, leading to frustration and decreased morale rather than increased motivation (Cangialosi, 2018). The literature suggests that in Nigeria, such negative perceptions are a valid concern due to a lack of formal training and support for civil servants transitioning between roles (Okoro, 2020).

Finally, the literature explores how job rotation affects employee productivity. The relationship is complex and often depends on the duration and frequency of the rotation. In the short term, there may be a dip in productivity as employees adapt to a new role and a new team. However, in the long term, the increased skills and motivation are expected to lead to a net gain in productivity (Sana & Adnan, 2017). The perceived benefits, such as a reduced risk of burnout and enhanced creative problem-solving, are often weighed against the costs of the initial learning curve. This study will provide a qualitative, in-depth view of how Yobe civil servants perceive this trade-off, revealing if the long-term benefits are seen as outweighing the short-term disruptions.

Inter-departmental Collaboration and Communication

The third objective is to analyze how job rotation influences inter-departmental collaboration and communication within the organization. The literature suggests that a key benefit of job rotation is its potential to dismantle organizational silos and foster a more integrated work environment. This is particularly relevant for the Yobe State Civil Service, where

departments often operate in isolation, hindering efficiency and the seamless delivery of services.

A primary theoretical argument for job rotation is that it enhances employee understanding of other departments' functions and challenges. By spending time in different roles, employees gain firsthand knowledge of how various units operate and how their work fits into the larger organizational mission. This cross-functional experience is believed to improve communication and mutual understanding, as employees develop empathy for their colleagues' roles (Cangialosi, 2018). For instance, a civil servant who has rotated through both the Treasury and Audit departments will likely have a better appreciation for the unique constraints and procedures of each, leading to more effective communication and fewer misunderstandings.

In addition, research on knowledge transfer and organizational learning underscores job rotation as a vital mechanism for sharing tacit knowledge - the unwritten, practical know-how that is often difficult to articulate (Levinthal & March, 1993). As employees move between departments, they act as conduits for this knowledge, diffusing best practices and innovative ideas across the organization. This is a crucial component in improving inter-departmental collaboration, as it facilitates the creation of shared mental models and a common organizational language. However, some scholars caution that this process is not automatic; its success depends on the organization's culture and whether it actively encourages knowledge sharing and collaboration (Grant, 1996). In a culture characterized by competition or distrust, employees may be hesitant to share valuable information.

Despite these potential benefits, the literature also identifies potential challenges to communication and collaboration. A high-frequency job rotation program can be disruptive, leading to a loss of continuity and expertise within a specific team. This can strain relationships and create communication gaps as a team constantly adapts to new members (Akinola & Akinlade, 2019). Therefore, while the long-term benefits of enhanced communication are often touted, the short-term disruptions must also be considered. This study investigates how civil servants in the Yobe State Civil Service perceive this trade-off between the potential for improved collaboration and the risk of operational disruption.

Challenges and Opportunities in Job Rotation

The fourth objective is to explore the challenges and opportunities associated with implementing a job rotation program in the context of the Yobe State Civil Service. The literature on this topic presents a balanced view, acknowledging that while job rotation offers significant benefits; its successful implementation is contingent upon overcoming a number of structural and cultural hurdles.

A major challenge frequently cited in the literature is resistance to change from employees and management. In a traditional and often bureaucratic setting like the civil service, employees may be comfortable with their established roles and view job rotation as an unnecessary disruption. As researchers have noted, "Resistance to change is a prevalent phenomenon in public sector organizations" (Ahmad & Ojo, 2017, p. 91). This resistance can stem from a fear of the unknown, a lack of trust in management's motives, or concerns about a potential decline in individual performance during the learning curve. Furthermore, some managers may be reluctant to release their most experienced staff, fearing a temporary drop in their department's productivity.

Another significant challenge is the lack of a formalized and transparent implementation framework (Cherian & Jacob, 2012). Without clear policies and procedures for selecting employees, defining rotation periods, and providing adequate training, a job rotation program can be perceived as arbitrary and unfair. This lack of structure can lead to confusion and resentment, particularly if employees feel that the program is being used as a tool for favoritism or punishment. In the Nigerian context, this is a particularly acute problem, where human resource management practices in the public sector are often criticized for their lack of transparency and clear criteria (Okoro, 2020).

Despite these challenges, the literature also identifies several key opportunities. One of the most significant is the potential to improve organizational learning and adaptability. By moving employees across different roles, job rotation can facilitate a broader and deeper understanding of organizational processes, which is essential for innovation and responding to a changing environment (Grant, 1996). Another opportunity lies in talent management and succession planning. Job rotation provides a low-risk environment for identifying and developing high-potential employees, ensuring that the organization has a pipeline of versatile leaders ready to fill key positions. Finally, successful implementation can serve as a powerful signal that the organization is committed to its employees' professional growth, thereby improving employee engagement and loyalty (Cangialosi, 2018). The opportunities, therefore, lie in leveraging job rotation not just as a tool for skill development but as a catalyst for a more dynamic and responsive organizational culture.

Methodology

This study adopted a qualitative research design to explore the multifaceted impact of job rotation on organizational performance within the Yobe State Civil Service. The qualitative approach was chosen to provide a rich, in-depth understanding of the lived experiences, perceptions, and attitudes of civil servants, which could not be captured through a quantitative study alone (Creswell & Poth, 2018).

Research Population and Sample

The target population for this study comprised civil servants working in various ministries within the Damaturu metropolis, Yobe State. A purposive sampling technique was employed to select participants who were most relevant to the research questions. This method allowed for the selection of individuals who had direct experience with or knowledge of job rotation practices in the state, including both line staff and managerial personnel. The final sample consisted of 18 civil servants who participated in individual, semi-structured interviews and 2 separate focus group discussions (FGDs). The interviews were conducted with a diverse group of employees to capture a range of experiences, while the FGDs, consisted of 7 participants each. The FGDs were used to elicit broader perspectives and collective insights.

Data Collection

Primary data was collected through two main methods - in-depth, semi-structured interviews and focus group discussions. The semi-structured interviews, lasting approximately 40-60 minutes each, were guided by a pre-designed interview protocol that addressed the research questions. This flexible format allowed the researcher to delve deeper into emergent themes and follow up on interesting points raised by the participants. The focus group discussions provided a platform for participants to interact and share their opinions in a group setting,

which often brought forth perspectives that might not have emerged in one-on-one interviews. All interviews and FGDs were audio-recorded with the informed consent of the participants and were later transcribed verbatim to ensure accuracy.

Data Analysis

The transcribed data from the interviews and focus groups were analyzed using Thematic Analysis, a systematic process for identifying, analyzing, and reporting patterns (themes) within a dataset (Braun & Clarke, 2006). This method was chosen for its flexibility and ability to provide a detailed, nuanced account of the data. The data analysis followed a six-phase process:

- i. The researcher repeatedly read and re-read the transcripts to become deeply familiar with the data.
- ii. Relevant segments of the data were systematically coded. Codes were generated both from the interviewees' own language ("in vivo" coding) and from the researcher's conceptual understanding.
- iii. The codes were then sorted and grouped into potential themes that captured significant patterns in the data.
- iv. The potential themes were reviewed against the coded data extracts and the entire dataset to ensure they were coherent and accurately reflected the data.
- v. Each theme was clearly defined and named to capture the essence of the pattern it represented.
- vi. The final step involved weaving the themes together to construct a coherent narrative that addressed the research questions. This involved providing direct quotes from the participants to substantiate each theme and bring their voices into the research.

Thematic analysis allowed the researchers to move beyond a simple description of the data to an interpretive level, providing a rich understanding of the complex interplay of factors influencing perceptions of job rotation in the civil service.

Findings

Perceptions of Civil Servants Regarding Job Rotation

The thematic analysis of qualitative data from interviews and focus groups revealed a complex and nuanced set of perceptions among civil servants regarding job rotation within the Yobe State Civil Service. These findings both resonate with and provide specific local context to the broader literature on the perceived effects of job rotation on individual and organizational dynamics.

Civil servants generally expressed a positive view of job rotation, particularly as it relates to professional growth and organizational transparency. Participants overwhelmingly perceived the practice as a valuable tool for skill diversification and knowledge acquisition, a finding that aligns directly with existing literature (Yin, 2018). As one civil servant noted, job rotation "provides individual staff the chance to know how work is done in many departments and units," thereby fostering a more holistic understanding of the organization. This perspective supports the idea that cross-functional experience contributes to a more versatile and adaptable workforce, a key benefit highlighted in the scholarly conversation.

Furthermore, the findings revealed a strong belief that job rotation is instrumental in curbing negative workplace behaviors. Participants perceived the practice as a means to prevent an individual from establishing a “monopoly” on a job and viewed it as a measure that “helps in reducing corruption and nepotism.” This local perspective provides tangible support for the literature on human resource practices in the Nigerian public sector, which frequently cites a lack of transparency and trust as a major challenge (Okoro, 2020). By disrupting established networks and reducing overzealous control, civil servants believe job rotation fosters a more transparent and equitable environment. In a related vein, participants also perceived job rotation as a way to mitigate monotony and boredom in the workplace, which echoes the literature's argument that new challenges can enhance employee motivation and job satisfaction (Cherian & Jacob, 2012).

Despite these positive perceptions, significant challenges and disadvantages were also voiced. A dominant concern among civil servants was the risk of becoming a “jack of all and a master of none,” as frequent rotation was perceived to prevent them from mastering a single skill. This finding contrasts with the literature that emphasizes the positive impact of skill diversification (Orkabi, 2017) and provides a crucial counterpoint: that while breadth is valued, the loss of deep expertise is a major concern for employees. This sentiment also reflects the challenges of implementing job rotation if the new roles are not seen as meaningful, which can lead to a sense of purposelessness and demotivation (Cangialosi, 2018).

Concerns were also raised about the impact on employee commitment and productivity. Some participants felt that the constant expectation of being transferred made it difficult for staff to invest fully in their current roles, stating that it “affects motivation because it makes staff not to be so much committed.” This lack of psychological commitment can lead to lower effort and mirrors the literature’s warning that job rotation can be demotivating if perceived negatively (Cangialosi, 2018). Additionally, civil servants expressed frustration that transfers often occur “while in the middle to carrying out important tasks,” leading to a disruption of workflow and a potential decline in work quality. This finding provides a lived-experience perspective on the short-term dip in productivity and operational disruption discussed in the broader academic conversation (Sana & Adnan, 2017).

To address these challenges, participants provided practical suggestions that resonate with the literature on effective human resource management. They proposed that job rotation should be done “but not so frequent” and that there should be “a specific, definite time for rotations such as after every four years.” These recommendations directly address the lack of a formalized and transparent implementation framework identified in the literature (Cherian & Jacob, 2012). By advocating for a predictable and clear policy, civil servants are seeking to reduce the arbitrary nature of the current system and mitigate the resistance to change that is a prevalent phenomenon in the public sector (Ahmad & Ojo, 2017).

The Effects of Job Rotation on Employee Commitment and Productivity

This section presents findings on the specific effects of job rotation on employee commitment and productivity. The data revealed a complex relationship, with participants identifying both benefits and significant drawbacks of the practice.

The interviews and focus groups highlighted that job rotation can have a positive effect on both commitment and productivity by providing fresh challenges and preventing work-

related burnout. Participants noted that the practice reduces “monotony and boredom in the workplaces,” a finding that is consistent with the argument in the literature that job rotation can be used as a motivational tool to enhance employee engagement (Akinola & Akinlade, 2019). By introducing new tasks and environments, job rotation can recharge an employee’s interest and, in turn, their dedication to their work. This is also linked to the finding on skill diversification; as employees acquire new skills, they feel more valuable and committed to the organization as a whole, not just to a single department.

However, the findings also show that job rotation can have a detrimental effect on these very same factors. A key theme that emerged was the perception that constant movement between roles leads to a lack of deep specialization, creating a “jack of all and a master of none.” This issue directly impacts productivity, as employees may not have the in-depth expertise required for complex tasks. This finding provides a crucial counterpoint to the literature’s emphasis on skill diversification and highlights a potential pitfall of the practice.

Additionally, a strong perception existed that job rotation negatively affects employee commitment. Participants felt that the frequent and sometimes unpredictable nature of the transfers prevented them from fully committing to their current role. One participant bluntly stated that it “makes staff not to be so much committed because they are always expecting a transfer.” This lack of psychological investment and long-term focus can lead to reduced effort and initiative. This is further exacerbated by the perceived impact on productivity, with many participants expressing frustration that transfers often occur “while in the middle of carrying out important tasks.” This finding illustrates the short-term disruption and operational inefficiency that can result from poorly managed rotation programs, a point that is acknowledged in academic discourse on the topic (Sana & Adnan, 2017). In sum, while job rotation offers the potential to increase productivity through skill diversification and reduced monotony, the current implementation in the Yobe State Civil Service is perceived to hinder both commitment and productivity due to a lack of structure and potential for mid-task disruption.

Challenges and Opportunities in the Implementation of Job Rotation

This section presents the findings that sought to explore the challenges and opportunities associated with the implementation of a job rotation program. The analysis of participant feedback revealed that the primary challenges stem from issues of resistance and poor program design, while the opportunities lie in leveraging the practice to overcome specific organizational obstacles.

One of the most significant challenges identified by civil servants was the inherent difficulty in changing an established system. The constant fear of being transferred, as noted earlier, translates into a broader resistance to change. This aligns with the literature on public sector organizations, which notes that resistance to new practices is a “prevalent phenomenon” (Ahmad & Ojo, 2017). Participants’ experiences of being transferred “in the middle of carrying out important tasks” and the perception of becoming a “jack of all and a master of none” are not merely isolated issues but are tangible manifestations of a poorly designed and managed implementation process. These findings provide a local, on-the-ground illustration of the operational and psychological hurdles discussed by scholars like Sana & Adnan (2017).

Despite these challenges, the findings also highlighted opportunities for effective implementation. The recommendations put forward by the civil servants themselves serve as a roadmap for leveraging job rotation to its full potential. The suggestion that rotation should be done “but not so frequent” and that there should be “a specific, definite time for rotations such as after every four years” directly addresses the lack of a formalized and transparent implementation framework (Cherian & Jacob, 2012). By advocating for a predictable schedule, participants are suggesting a way to mitigate the resistance to change and provide the necessary structure for employees to see the program as a strategic, rather than an arbitrary, initiative.

These suggestions point to the opportunity to use job rotation as a powerful tool for strategic talent management and succession planning. By making the program more transparent and predictable, it can transition from being a disruptive practice to a respected part of career development. This would allow the civil service to better identify and cultivate employees with a broad understanding of the organization, a key opportunity that is a hallmark of successful job rotation programs in the literature (Cherian & Jacob, 2012).

Conclusion

In conclusion, the practice of job rotation within the Yobe State Civil Service presents a clear paradox: while its theoretical benefits are acknowledged and desired by civil servants, its current implementation is a significant source of frustration. The study’s findings confirm that staff appreciates job rotation for its ability to foster skill diversification, enhance transparency, and reduce workplace monotony, echoing key tenets of the academic literature.

However, a critical gap exists between these perceived benefits and the reality of the practice. The research reveals that the current, unstructured approach to job rotation negatively impacts both employee commitment and productivity. This is primarily due to the concern of not mastering a skill - the “jack of all, master of none” effect - and the operational disruption caused by frequent, uncoordinated transfers.

Ultimately, the findings offer a clear path forward. By shifting from an arbitrary system to a structured and transparent policy, as recommended by the civil servants themselves, the Yobe State Civil Service can transform job rotation. A predictable rotation cycle and clear communication will not only mitigate current challenges but also unlock the practice’s true potential as a powerful strategic tool for developing a more capable, adaptable, and committed workforce.

Recommendations for Effective Job Rotation

Based on the findings from the participants, this section presents the key recommendations for designing and implementing a more effective job rotation. The recommendations directly address the identified challenges and are strongly supported by best practices in human resource management literature.

The participants’ most prominent suggestions for improving job rotation were:

- i. Introduce a structured and planned rotation cycle: The civil servants suggested that job rotation should be conducted “not so frequent” and that “there should be a specific, definite time for rotations such as after every four years.” This aligns with

the concept of a structured and planned rotation cycle, which is a core tenet of effective programs (Cherian & Jacob, 2012). The literature emphasizes that a well-defined schedule and clear communication about the purpose of the rotation can significantly reduce employee anxiety and resistance to change (Cangialosi, 2018). In the context of the Yobe State Civil Service, a formalized four-year cycle would provide predictability, allowing employees to manage their tasks and professional development more effectively, thereby mitigating the perceived disruption to work processes.

- ii. Increase transparency in the rotation process: The participants' recommendations also implicitly call for greater transparency in the job rotation process. Their desire for a "specific, definite time" for rotation is a direct response to the current arbitrary nature of the transfers. This supports the argument that transparency and fairness in the implementation of human resource policies can significantly enhance employee trust and commitment (Sana & Adnan, 2017). A clear policy on the timing and criteria for rotation would signal that the program is a strategic initiative for both individual and organizational growth, rather than a form of punishment or random displacement.

Ultimately, the recommendations from the civil servants themselves provide a clear roadmap for the Yobe State Civil Service to transform job rotation from a source of frustration into a powerful tool for developing versatile, committed, and productive staff.

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