

EFFECTS OF MANAGERIAL PERCEIVED EFFECTIVENESS AND PERSONALITY ASSESSMENT OF IN HOUSE JOB ROTATION AND ITS IMPLEMENTATION

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Abstract

Despite rapid technological advancement, human skills remain essential for organizations to achieve their goals effectively. Therefore, it is crucial for organizations to adopt strategies that enhance employee motivation and performance. One widely used human resource practice is **in-house job rotation**, which involves systematically transferring employees across departments to diversify their skills and improve their capabilities.

This study examines the relationship between job rotation and personality assessment, with a focus on their impact on perceived managerial effectiveness and organizational outcomes. The research investigates how personality traits influence the effectiveness of job rotation practices. Two key variables were analyzed: job rotation (independent variable) and personality assessment (dependent variable).

Primary data were collected through a structured questionnaire using a personal survey method from employees working in various organizations. The data were analyzed using regression analysis to determine the relationship between the variables. The results indicate that the significance value is below the accepted threshold level and the beta coefficient is positive, confirming a statistically significant positive relationship between personality assessment and job rotation. The findings suggest that employees' personality traits play an important role in determining the success of job rotation practices. Therefore, organizations should consider personality assessment when designing and implementing job rotation programs to enhance employee performance and achieve organizational effectiveness.

INTRODUCTION

Human Resource Management (HRM) plays a critical role in ensuring that employees remain motivated, productive, and aligned with organizational goals. Employees are considered one of the most valuable assets of any organization,

and their effective management is essential for long-term success. Among various HR practices, in-house job rotation has emerged as an important technique for enhancing employee motivation, reducing fatigue and stress, and improving skill variety.

Job rotation refers to the systematic movement of employees from one task or department to another within the organization, with the objective of enhancing their skills, knowledge, and overall work experience. It not only promotes learning and development but also contributes to improved morale and organizational performance. However, designing and implementing an effective job rotation system requires careful consideration of multiple factors, including employee capabilities and organizational needs.

Background

This study focuses on understanding the impact of job rotation on both individual and organizational outcomes. In particular, it examines how job rotation influences managerial perceived effectiveness and the personality assessment of employees. The research also explores the psychological effects of job rotation, such as its influence on employee motivation and job satisfaction, and how these factors contribute to achieving organizational goals.

Previous research by Ho, Chang, Shih, and Liang (2009) highlights the importance of aligning organizational expectations with employees' personalities and roles. Their findings suggest that job satisfaction enhances employee commitment to both their careers and the organization. Furthermore, managerial expectations and perceptions play a significant role in shaping employee behavior and performance.

Importance of the study

The concept of job rotation, combined with personality assessment, is complex and multifaceted, making it an important area for research. This study is significant because it examines how managers' perceptions and evaluation criteria influence decisions regarding job rotation within organizations. Since employees possess diverse personalities and characteristics, understanding these differences is essential for designing effective job rotation strategies.

According to Jaime Ortega (2001), job rotation is an important organizational mechanism that helps employees develop diverse skills and remain motivated. By considering personality traits during

job rotation decisions, organizations can enhance employee learning, improve performance, and achieve better outcomes.

Problem Statement

This study aims to examine the effects of managerial perceived effectiveness and personality assessment on in-house job rotation and its implementation within organizations.

Hypothesis

H1: Managerial perceived effectiveness and personality assessment have a significant effect on in-house job rotation and its implementation.

LITERATURE REVIEW

An organization is a structured group of individuals working toward common goals, while organizational effectiveness refers to the extent to which these goals are achieved efficiently (Muhammad et al., 2011; Matthew et al., 2005). Human Resource Management plays a vital role in enhancing effectiveness by motivating employees and improving performance.

Job rotation, a form of on-the-job training, enables employees to acquire diverse skills by working across different roles over time. It enhances managerial development, reduces monotony, and improves productivity by increasing task variety and engagement. Evidence from the U.S. manufacturing sector suggests that job rotation improves job satisfaction and contributes to organizational investment in human capital. However, its success depends on aligning rotation practices with employees' learning capabilities and adaptability.

Research by Ho, Chang, Shih, and Liang (2009) demonstrates that structured job rotation programs, particularly in healthcare, improve knowledge sharing, understanding of organizational goals, and job commitment. These programs enhance professional growth and organizational performance. However, increased responsibilities and social interactions may lead to role stress, which can negatively influence job satisfaction and organizational commitment.

Key constructs examined in this context include job rotation, role stress, job satisfaction, and

organizational commitment. Job satisfaction is defined as a positive emotional state resulting from job evaluation (Huang, 1999). Organizational commitment reflects an employee's willingness to invest effort and remain with the organization. Studies show a positive relationship between job rotation and job satisfaction, and between job satisfaction and organizational commitment, while role stress has a negative relationship with commitment.

Employee empowerment is another critical determinant of effectiveness. According to Bennis (1989), Block (1987), Kanter (1989), and McClelland (1975), empowerment enhances managerial effectiveness by granting autonomy and encouraging participation. Similarly, Honold (1997), Bowen and Lawler (1992), Amin et al. (2010), and Smith (1997) emphasize that empowering employees with decision-making authority increases motivation, satisfaction, and performance through continuous feedback.

Employee participation and recognition are also essential for organizational success. A motivated and satisfied workforce significantly contributes to productivity and profitability (Matthew et al., 2009). Recognition and appreciation foster commitment, leading to a more dedicated and supportive workforce.

Job characteristics theory by Hackman and Oldham (1980) highlights five core dimensions—skill variety, task identity, task significance, autonomy, and feedback—which enhance meaningfulness, responsibility, and self-evaluation. These factors positively influence employee motivation and performance.

Managerial effectiveness is further influenced by experience, education, and demographic factors (Coleman, 2004; Miller, 1997; Gutek, Searles, & Klepa, 1991). Additionally, FIRO theory by Schutz (1958, 1988, 1992) explains interpersonal behavior through needs for inclusion, control, and affection, which shape workplace interactions. Kubo and Saka (2002) emphasize the importance of managing knowledge workers to maintain competitive advantage, while job embeddedness explains how employees' connections within the organization influence retention.

In conclusion, literature suggests that job rotation, empowerment, and motivation significantly enhance organizational effectiveness. While job rotation improves satisfaction and commitment, role stress may reduce these benefits. Therefore, organizations must implement balanced HR practices that promote employee development while minimizing stress to achieve sustainable performance.

RESEARCH METHODS

Method of Data Collection

The data for this study were collected using a **personal survey method**. Primary data were obtained directly from respondents through structured interactions, ensuring reliability and firsthand insights into the variables under investigation.

Sampling Technique

This study employed a convenience sampling technique, whereby respondents were selected based on their accessibility and willingness to participate. This approach was considered appropriate given time and resource constraints.

Sample Size

The total sample size for the study comprised 120 respondents, including both managerial and non-managerial employees from various organizations using a yameni taro technique

Instrument of Data Collection

Data were collected using a **structured questionnaire**. The questionnaire was designed to capture relevant information regarding job rotation and personality assessment. It was administered to managers and employees working in different organizations to ensure diverse perspectives.

Research Model Developed

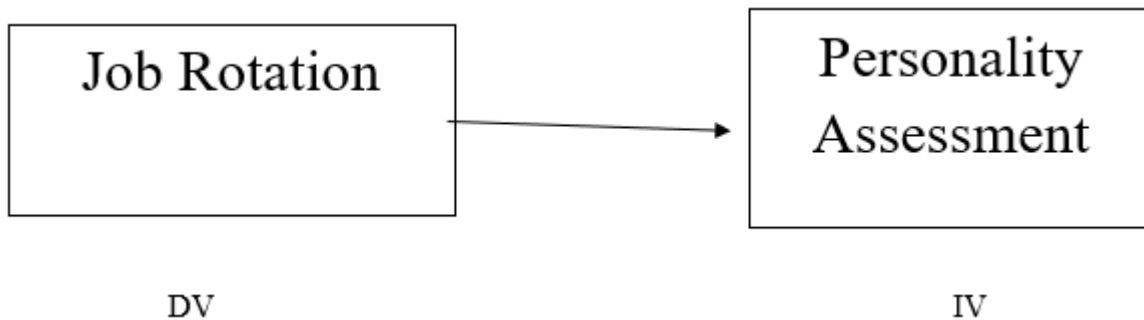
The research model developed for this study is expressed as follows:

Job Rotation = f (Personality Assessment)

This model indicates that job rotation is considered the dependent variable, while

personality assessment serves as the independent variable influencing it.

Conceptual Framework



Statistical Technique

The statistical technique used for this research is regression.

relationship between the independent variable (job rotation) and the dependent variable (personality assessment).

RESULTS

Findings and Interpretation of the results

The regression analysis conducted in this study reveals that the significance (Sig.) value is less than the acceptable threshold level ($\alpha = 0.05$). This indicates a statistically significant relationship between the variables. Furthermore, the beta (β) coefficient is positive, confirming a positive

The results therefore suggest that personality assessment of employees has a significant and positive impact on job rotation practices within organizations. This implies that employees' personality traits play an important role in determining how effectively job rotation is implemented and managed.

Hypothesis Assessment Summary

Table 1:

Hypothesis	β (Beta)	α (Sig)	EC
H: Personality Assessment has positive effect on Job Rotation	1.526	0.023 (2.3%)	Accepted

The hypothesis testing results, based on regression analysis, clearly indicate a significant positive relationship between personality assessment and job rotation. Since the significance value (0.023) is less than the standard threshold of 0.05, the result is statistically significant. Additionally, the positive beta coefficient confirms that personality assessment positively influences job rotation in organizations.

job rotation practices to enhance effectiveness and outcomes.

Therefore, the hypothesis (H1) is accepted, suggesting that organizations should consider employees' personality traits when implementing

CONCLUSION AND DISCUSSIONS

This study contributes to the understanding of how job rotation influences organizational outcomes through the lens of personality assessment and perceived managerial effectiveness. While previous research has addressed job rotation from general HR and training perspectives, limited attention has been given to its relationship with employee personality and its

psychological and behavioral outcomes at both individual and organizational levels.

The findings of this study highlight that job rotation is not only a developmental tool but also a mechanism that influences employee motivation, job satisfaction, and organizational commitment. Moreover, personality assessment plays a significant role in determining how effectively employees adapt to job rotation practices and contribute toward organizational goals. The study further emphasizes that aligning job roles with employee personality traits can enhance both individual performance and overall organizational effectiveness.

The results indicate that personality has a strong and positive relationship with job rotation practices. This suggests that organizations should adopt a **“right person for the right job”** approach when implementing job rotation programs. Employees with compatible personality traits can be grouped more effectively during training and rotational assignments, which can improve learning outcomes, performance, and job satisfaction.

The findings of this research suggest that modern organizations are increasingly incorporating personality assessment techniques in their human resource practices. Job rotation decisions are gradually being aligned with employee personality profiles to improve workforce efficiency and enhance organizational effectiveness. This approach helps organizations better utilize human capital, improve employee engagement, and achieve long-term strategic goals.

FUTURE STUDIES

Future studies should further explore this area, as it holds significant importance in contemporary human resource management. In today's highly competitive environment, ensuring a proper match between employee personality and job requirements is essential for enhancing motivation, productivity, and employee retention. Further research is recommended to examine additional psychological and organizational variables that may influence the effectiveness of job rotation systems in different industries and cultural contexts.

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